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ANNUAL REPORT OF THE ADMINISTRATOR FOR 1996 AND RELATED MATTERS

Addendum

MAIN PROGRAMME RECORD

REGIONAL BUREAU FOR ARAB STATES

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I. INTRODUCTION

1. The Regional Bureau for Arab States (RBAS) manages United Nations Development Programme (UNDP) programmes and country offices in a diverse group of 18 Arab States that are geographically situated in the Middle East and Africa, with a total population of approximately 230 million. In the 1990s, the region's per capita gross domestic product (GDP) has stagnated and the income level for large parts of the population has fallen. Most often, this has been explained by high rates of population growth, dependence on oil production, which represents 75 per cent of the region's exports, and continuing dependence on public sector employment. Other factors include low levels of savings and investment and the adverse effects of war, internal strife and unresolved issues in conflict areas. Unemployment is high in most of the region, especially for youth and in urban areas. Approximately 2 million refugees and internally displaced persons suffer a life of insecurity, uprooted from their homes, lands and ways of life.

2. Viewed in a longer time-frame, the past 30 years brought dramatic, region-wide improvements in the quality of life. Life expectancy, literacy, school enrolment, access to health care and availability of safe water and sanitation have doubled or tripled in the region, and in the Gulf countries these indicators are far above the region's average.

3. Despite these improvements, however, the Arab States still face a number of challenges. Adult literacy throughout the region remains at 54 per cent, gender disparity is widespread and some 30 per cent of the population is still impoverished. The most scarce resources remain water and arable land. Resources available for development are static, if not decreasing. Some countries' development efforts are hampered even further by isolation from the international community.

4. RBAS is tackling these issues, not through scattered individual activities, but on the basis of a programme that addresses the major challenges facing the region as a whole. Keeping cultural diversity and regional sensitivities in mind, all country programmes in RBAS focus on the following essential areas of poverty eradication and the deterioration of social safety nets: (a) building on the noted successes in the area of governance to decrease further gender disparities and promote participatory development; (b) engaging civil society, helping improve the environment in which it operates and promoting its integration; (c) assisting the region in moving meaningfully to market economies by addressing issues of access and competition; (d) stressing the building of human capital as a primary objective; (e) improving databases without which baselines and development plans cannot meaningfully be established and implemented; and (f) producing national human development reports, making them a central element of all national debates and plans.

5. Many of the changes taking place in the Arab States need to be continued and strengthened, in order to allow these countries to achieve higher levels of sustainable human development (SHD) in the next 5 to 10 years. This includes pursuit of successful economic growth strategies based on structural adjustment

and employment generation and the development of a labour force for the cyber-economy of the future.

6. SHD is considered a serious goal by all countries in the region and has already been translated into several initiatives focusing on poverty. Somalia and the Sudan stand out as countries that have put policy into practice, stressing poverty eradication through the highly successful area development schemes programme, which is being replicated in other countries in the region.

7. In the Syrian Arab Republic, the work of UNDP in the areas of SHD and poverty eradication received a major boost during the regional experts meeting on poverty alleviation and sustainable livelihood in the Arab world. In August 1996, a national SHD workshop was held, bringing together a large number of government officials and civil society organizations. It resulted in recommendations that will be pursued as part of the UNDP programme on operationalizing SHD. Following the meeting, UNDP held a number of consultations with the Government which addressed the need to prepare a national strategy for the eradication of poverty.

8. The experts meeting mentioned above also represents the single most important initiative at the bureau level in terms of promoting national ownership of programme priority setting and dialogue with Governments and civil society. The meeting in Damascus was attended by 63 participants - representatives of 14 Arab Governments, non-governmental organizations (NGOs), national academic institutions and international organizations, including the Economic Commission for Africa (ECA), the Arab Monetary Fund, the Economic and Social Commission for Western Asia (ESCWA), the World Bank, the International Fund for Agricultural Development (IFAD), the International Labour Organization (ILO), the United Nations Children's Fund (UNICEF), the Department for Development Support and Management Services (DDSMS) and UNDP. The purpose of the meeting was to support a region-wide dialogue on ways to eradicate poverty and begin to work towards the preparation of a comprehensive poverty eradication strategy for the Arab region. Participants in the various working groups discussed the root causes of poverty and set priority targets for future activities and key policies suitable for the region. The meeting proved that it is possible to debate openly, among representatives of the public sector and civil society, the difficult subject of poverty. It proved also that a common understanding can be achieved.

9. RBAS is currently consolidating the recommendations of that experts meeting into a comprehensive strategy for poverty alleviation for the Arab States region, which will be completed by mid-1997. This strategy will provide an analytical overview of the socio-economic situation of the region. It will review social and economic instruments for the alleviation of poverty and put forward recommendations for priority areas of interventions for policy makers and development practitioners. Concurrently, and in order to bring analysis and concept into operation, RBAS is establishing a $5 million regional programme for poverty alleviation and sustainable livelihoods to support national and regional activities in the Arab States, beginning in early 1997.

10. The strategy for poverty alleviation is seen by RBAS as a significant contribution to the Arab-specific debate on the issue of poverty, as well as an

outline for real-life applications. RBAS intends to encourage UNDP resident representatives to organize national workshops to debate the strategy in the national context, to create a portfolio of priority projects for national and external donor financing. UNDP is negotiating with partners in the region to establish a UNDP Arab fund for poverty eradication. The strategy will become the substantive framework for the operations of this fund.

II. OPERATIONALIZING SUSTAINABLE HUMAN DEVELOPMENT AND STRENGTHENING COUNTRY OFFICES AND HEADQUARTERS

A. Poverty eradication and the creation of jobs and sustainable livelihoods

11. RBAS established the strategic goals that were incorporated into the country and regional programming for 1996-1997 through a series of interactive meetings of headquarters and field office staff. These included the meeting of resident representatives in Djibouti in March, the cluster meeting of resident representatives in the Arab Mediterranean countries in Tunis, Tunisia, in May, and the meeting of deputy resident representatives in New York in June 1996.

12. The year 1996 was one of reorientation towards poverty eradication for every country office in RBAS. In Yemen, almost 100 small projects covering a wide variety of development needs were gradually phased out and replaced by SHD programming. UNDP initiated dialogue with government, civil society, donors and United Nations agencies in the areas of sustainable water resources management; sustainable environment management; poverty eradication and employment generation; decentralization and governance; and rehabilitation and reconstruction.

13. Somalia, still a conflict-ridden country with no nationally recognized government since 1991, shifted the focus of its operations towards rehabilitation and poverty eradication through the Somalia Rural Rehabilitation Programme. Additionally, by repairing ports and airports in the relatively stable regions of the northeast and northwest, UNDP has managed to stimulate local economies at the regional level and provide employment opportunities.

14. In Lebanon, the focus on SHD by the UNDP office has spread to almost all programming activities. UNDP support for integrated rural development in the impoverished region of Baalbeck-Hermel was critical in helping the government develop a regional strategy for the area.

15. Jordan's small indicative planning figure (IPF) resources were fully committed early in the cycle, leaving very little for programming within the new mandate of UNDP. During 1996, however, through support from Special Programme Resources (SPR) and regional funds, a number of preparatory initiatives were launched which will provide the basis for the next cycle's programming focusing on poverty reduction. Particular emphasis will be placed on employment, environmental protection, sustainable resources management and strategies for strengthening Jordan's international competitiveness.

B. Advancement of women

16. In May 1996, in collaboration with the UNDP Human Development Report Office, the Government of Tunisia and the Centre of Arab Women for Training and Research, RBAS organized a regional symposium entitled Gender and Human Development in the Arab Region. The symposium benefited from the participation of over 100 representatives from Arab Governments, NGOs, and regional and United Nations organizations. It addressed three basic themes: women in the economy, women and decision-making and measurement of gender equality. The symposium concluded with the adoption of the Declaration of Tunis on Gender and Human Development, which focused on policy options for increasing women's economic and political participation in the Arab region.

17. At the national level, country offices continued to work through United Nations inter-agency task forces to support national committees established for follow-up to the Fourth World Conference on Women, held in Beijing, China. In Egypt, for example, UNDP, the United Nations Population Fund (UNFPA) and UNICEF jointly supported the preparation of a conceptual framework which identifies the strategic entry points of interventions to implement the recommendations of the United Nations conferences. Based on this study, UNDP has been working on developing a plan of action that will form the basis for the elaboration of a comprehensive programme for empowering Egyptian women to participate in the decision-making processes of the country. Several other UNDP offices, including those in Lebanon and the Syrian Arab Republic, have continued their collaboration with the United Nations Development Fund for Women (UNIFEM) in supporting projects which are aimed at empowering women to enhance their participation in the economy.

C. Protection and regeneration of the environment

18. The Mediterranean Environmental Technical Assistance Programme (METAP) helps the countries in the region bordering the Mediterranean Sea in pollution prevention and integrated water management. Following a very intensive participatory process with the Mediterranean countries in 1995, the METAP Regional Capacity-Building Programme was approved and the overall METAP programme was launched in Cairo, Egypt, in October 1996. All METAP activities will be supported by the regional facility based in Cairo with outposted staff from UNDP, the World Bank and the Export-Import Bank of the United States. The METAP Regional Capacity-Building Programme has mobilized $1.45 million from the World Bank in cost-sharing for 1996 with anticipation of similar amounts per year for the following four years. A major resource drive with the donor community has resulted in the acceptance of METAP as an important financing mechanism in the region; bilateral donors are currently identifying subprojects from the portfolio for direct funding. Furthermore, bilateral donors are finalizing arrangements for secondment of staff to the METAP regional facility and for project work as consultants.

D. Governance

19. Egypt, Kuwait, Lebanon and Morocco are currently implementing major RBAS programmes in the area of governance. Twenty-five per cent of UNDP activities in this sector in the Arab region are projects designed and executed to assist aid management and coordination; 21 per cent focus on planning and support for policy formulation; while the remainder are divided among support to public sector reform, strengthening civil society and financial management projects.

20. An evaluation, "Public Sector Management and Reform in the Arab Region", was conducted by the Office of Evaluation and Strategic Planning (OESP) during 1996. It assessed the adequacy, efficiency and quality of UNDP involvement in the reform of the public sector and its management in the Arab region, taking public sector management and reform as a starting point leading to good governance.

21. The general conclusion drawn from the review of RBAS activities in Egypt, Kuwait, Lebanon, Morocco, Saudi Arabia, Tunisia, the United Arab Emirates and Yemen is that the governance-focused projects have had or are likely to have a major, positive impact, the degree of which varies among countries. In countries where the demand is articulated clearly by the Government or where UNDP has been instrumental in articulating such demands, the policy dialogue has been fruitful and the impact is much more constructive. Kuwait and Tunisia and, to a certain extent, Saudi Arabia are three examples of such countries. Another conclusion from the review is that irrespective of the quality of UNDP cooperation, the impact is commensurate with the country's desire to carry out the reform of the public sector, as articulated systematically in government strategy plans. In some instances, however, the existence of a plan does not guarantee that project results will be sustainable, since several broad-based social and economic conditions exist and there may be financial constraints.

III. NEW PROGRAMMING ARRANGEMENTS AND DELIVERY

22. RBAS has already approved four proposals under the Poverty Strategies Initiative (PSI) launched by the UNDP Administrator, as a follow-up to the World Summit for Social Development (WSSD), held in Copenhagen, Denmark. In addition to the PSIs formulated for Djibouti, Morocco, the Sudan and Yemen, proposals from Jordan, Lebanon, Palestine and the United Arab Emirates are in the pipeline. The bureau is expecting an additional 10 country proposals in the coming 3 months.

23. In Somalia, a United Nations appeal has been launched with the characteristic features of joint UNDP/United Nations programming and implementation in the four priority areas of governance, rehabilitation, socio-economic reintegration and emergency/humanitarian assistance.

24. In Morocco, active coordination efforts and consultation with Joint Consultative Group on Policy (JCGP) partners, as well as the Government, donors and civil society, culminated in the preparation of an advisory note and country cooperation framework (CCF). The active participation of United Nations agencies in a consultative process also led to the development of a country

strategy note (CSN) and the decision to harmonize the respective programming cycles. The preparation of the advisory note has stimulated coordination among organizations of the United Nations system and led to common vision within the JCGP agencies.

IV. ADVOCACY, BUILDING CONSTITUENCIES AND MOBILIZING RESOURCES FOR SUSTAINABLE HUMAN DEVELOPMENT

25. Several countries in the Arab region have published one or more national human development reports, and it is expected that by the end of 1997 all country offices will have produced one. The preparation of these reports provided a framework for UNDP offices in advocating SHD and building constituencies. The efforts of UNDP in Egypt, Iraq, Jordan and Lebanon have been very visible in this area.

26. The theme of Egypt's 1996 report is poverty alleviation and its contribution will be critical for directing, in a more focused manner, the programmes of Egypt's Social Fund for Development, which will continue to receive UNDP support through a second-phase programme, for which $25 million in donor funding has been mobilized.

27. In Lebanon, the UNDP office engaged the Government and civil society in a dialogue of critical SHD issues. Such consultations have revolved around the preparation of the first national human development profile for Lebanon, during which a number of national workshops were held to examine various aspects of SHD in the Lebanese context, focusing on the need to integrate marginalized groups. In parallel, the UNDP office has succeeded in encouraging the Government to endorse the establishment of a national commission for social development, which will be supported by UNDP in developing a national strategy for poverty alleviation. Contributions by UNDP in this area will be critical for supporting the shift in the Government's programme towards placing more emphasis on the social dimension of development.

28. During 1996, preparations for Jordan's first national human development report began and a number of studies are currently under way. The report will focus on youth as a major theme, taking into account the particular problem of unemployment in Jordan. The office also initiated steps towards the elaboration of a comprehensive poverty eradication programme, focusing on monitoring and measuring; policy formulation and strategy development; public awareness and advocacy; and grass-roots pilot interventions.

29. Yemen initiated preparatory work for the formulation of a national human development report; compiled an assessment and list of all national NGOs as a first step to involving civil society in the implementation of programmes; and prepared a strategy for collaboration with these NGOs.

30. Activities were carried out in Egypt as a follow-up to the United Nations conferences, either by UNDP alone, or collectively with the United Nations system. An action-oriented paper for the advancement of women, entitled "Where to Go from Beijing", was jointly commissioned by UNDP, UNFPA and UNICEF. It will be used as one of the background documents for the preparation of the

advisory note, the CCF and the CSN. Similar papers are being prepared on job creation and sustainable livelihoods, as a WSSD follow-up, and on the environment, as a follow-up to the United Nations Conference on Environment and Development (UNCED). UNFPA has also been supporting population issues highlighted at the International Conference on Population and Development, held in Cairo, Egypt.

31. In the Maghreb countries (Algeria, Morocco and Tunisia), high priority is being attached to the follow-up to the United Nations conferences, and political decisions are being implemented to curb poverty and provide opportunities for job creation, sound management of the environment, integration of population parameters into national development policy and promotion of food security. Symposiums on gender mainstreaming and empowerment took place at the subregional and regional levels and have laid the groundwork for good governance and sustainable development and livelihoods.

32. In Lebanon, United Nations agencies have initiated three inter-agency working groups for collaborative action on issues arising from recent United Nations conferences: basic social services; employment and environment; and sustainable development.

33. Cooperation with NGOs in some countries has been facilitated by the availability of resources from the Partners in Development Programme, the Local Initiative Facility for Urban Environment and the Global Urban Management Programme. Egypt, Jordan and Lebanon are beneficiaries of funds available from these programmes and they have established very strong NGO networks. Coverage in local media of UNDP initiatives has also been critical in advocating a central role for people in the development process. Efforts in Jordan and Lebanon are serving as examples; both countries made a special effort during 1996 to improve their relations with media representatives. Assigning specific staff members this responsibility has produced good results. In Lebanon, UNDP sponsored a week of activities commemorating United Nations Day and the launch of the International Decade for the Elimination of Poverty.

34. In Lebanon, UNDP has been successful in mobilizing resources for its programmes, including the Baalbeck-Hermel Integrated Development Programme, which will receive $4 million in cost-sharing, and the Programme for Post-Conflict Socio-Economic Rehabilitation for the South of Lebanon. UNDP support in Lebanon was also critical in helping the Government develop a resource mobilization strategy for a donor conference in Paris, France in June. In addition, a profile of a national integrated regional programme for Baalbeck was presented to the "Friends of Lebanon" donor meeting held in December to mobilize financing for Lebanon's reconstruction programme.

35. Coordination and involvement of key donors in Yemen resulted in UNDP, the Government of the Netherlands and the World Bank forming a multi-donor group and contributing $13 million to a water resources management programme. Close collaboration is also maintained with the Netherlands and the World Bank in the area of flood-damage mitigation and reconstruction and capacity-building for disaster management.

V. STRENGTHENING UNDP PARTNERSHIPS IN THE UNITED NATIONS SYSTEM

36. In almost all RBAS countries the resident coordinator has convened United Nations working groups and task forces covering a wide range of matters, including security in countries with special circumstances, governance and decentralization, poverty, gender, rehabilitation and reconstruction and the environment. These special UNDP-United Nations task forces have sharpened the common vision of the United Nations family in follow-up to the recommendations of global conferences.

37. During 1996, the process of preparing Egypt's third national human development report was further strengthened through an agreement among JCGP partners to upgrade the 1996 report so that it produces the indicators required for the implementation of a common country assessment beginning in 1997, and annually thereafter.

38. Coordination is of high priority in countries with special circumstances, where security and humanitarian matters as well as rehabilitation and development have mandated a strengthened resident coordinator's role and visibility. In Somalia, the Sudan and Yemen, a solid system has been established under the resident coordinator.

VI. UNDP PERFORMANCE IN COUNTRIES IN CRISIS AND OTHER SPECIAL CIRCUMSTANCES

39. Programming for countries in crisis necessitates working with local communities in building their capacity to move rapidly along the relief-to-development continuum.

40. In addition to regular IPF funds, five countries with special circumstances in the Arab region benefited from target for resource assignment from the core (TRAC 1.1.3) resources. For the biennium 1996-1997, $5.1 million was allocated for Djibouti, Lebanon, Somalia, the Sudan and Yemen. Within this allocation, $1 million was programmed for the preparation of strategic frameworks in Somalia and Yemen. The remainder will be used in Djibouti, Lebanon, Somalia and the Sudan for post-conflict rehabilitation, assistance to internally displaced persons and area development schemes.

41. Somalia and the Sudan are currently hosting the two most successful community-based programmes in the region. In the Sudan, the area development schemes (ADS), launched in 1988, represent an innovative rural development approach designed as an alternative to the conventional "top-down" approach. A joint effort of the Government and UNDP, ADS places the community in the forefront of project activities by making villagers the key decision makers. Following the success of the ADS in northern Sudan, a paper was prepared to promote that model at the WSSD. The ADS approach has also been adapted to the needs of communities in areas that are suffering the effects of the civil war, but that are secure enough to consider rehabilitation activities. Dialogue is under way between headquarters and the country office in the Sudan to build on the ADS experience. Specifically, consideration of how the lessons learned from the 1996 impact assessment study of the ADS can be translated into guidance for

a wider UNDP audience is being examined. This study highlights, among other things, efforts aimed at the advancement of women and creation of sustainable livelihoods.

42. The $20 million Somalia Rural Rehabilitation Programme (SRRP) supports social and economic rehabilitation activities in areas of Somalia that are relatively stable and conflict free. In the absence of national structures of governance, the programme uses participatory techniques at the community level to identify, plan and implement projects spanning a wide range of rehabilitation activities. The SRRP has already funded and implemented hundreds of local initiatives which have sustainable impact in improving the access to basic social services, improving the productive potential of rural communities and establishing sustainable income-generation opportunities for rural populations. Priority is given in the allocation of SRRP funds to projects with a positive impact on the economic and social situation of women, on the creation of a conducive environment for the return of refugees and internally displaced and on the reintegration of ex-combatants into the economic and social mainstream.

43. UNDP country offices have cooperated with the United Nations Department of Humanitarian Affairs (DHA) in the preparation of appeals for Iraq, Lebanon, Somalia, and the Sudan. Cooperation with DHA has been especially evident in Operation Lifeline Sudan. This humanitarian programme attracted external funding of over $30 million in 1996. A management review this year brought the Government, rebel factions, external donors and the United Nations system together to discuss the future of the programme. One significant result of the discussions was the agreement that relief and humanitarian activities should be considered together with longer-term developmental approaches to the country's problems.

44. In 1996, the country offices in Iraq and Lebanon were actively involved in the preparation of appeals and subsequent action plans for post-crisis recovery. In May, a Memorandum of Understanding between the Government of Iraq and the United Nations to ensure effective implementation of Security Council resolution 986 (1995) was signed. Among the projects identified as needing urgent humanitarian attention was the repair of electric power generation plants and transmission substations. UNDP, in coordination with DDSMS, will be responsible for the implementation of the provisions for the electricity sector. The Memorandum of Understanding set out two distinct roles for UNDP and DDSMS. One role, for the whole of Iraq, is to observe the delivery and distribution of the equipment and spare parts to their final destination in an equitable manner. The second role is to procure, deliver and install the equipment and spare parts for the northern region.

45. The post-conflict socio-economic rehabilitation programme of southern Lebanon will build on the experience of both the Baalbeck-Hermel regional development programme and the socio-economic rehabilitation of the displaced project. It will involve consultations with civil society, the delivery of assistance through NGOs and the management of credit schemes.

VII. BUILDING A LEANER, MORE ACCOUNTABLE LEARNING ORGANIZATION

46. RBAS manages its offices and programmes with the assistance of 100 international and national professional staff members. Of these, 9 out of 10 are stationed in the field, and 4 out of 5 international staff work in country offices. These levels of staffing and ratios were established in the current 1996-1997 budget strategy, which abolished 11 international professional posts in RBAS.

47. With leaner staffing, the bureau has stressed the need to raise the qualifications of its professionals. This has made training one of the high priorities in 1996. In view of scarce training funds, regional and subregional meetings were used to familiarize staff with new ideas and skills. Some 60 professional staff members at the resident representative, deputy resident representative and national officer level were trained in communication skills, resource mobilization and programme development for environment protection. A meeting of deputy resident representatives culminated in the preparation of draft country resource mobilization plans. Several country offices conducted workshops based on the SHD Learning Package.

48. Attention was focused on review and formal evaluation of programmes and projects at the country and regional level. In addition to the evaluations undertaken in the country projects, the bureau carried out a thematic evaluation of all country governance projects as well as a comprehensive evaluation of its regional agricultural projects. It also developed a set of criteria for identifying programme and project elements that are indispensable for sustainability of the regional initiatives. On that basis, a sample of regional projects was reviewed and important conclusions were incorporated into the new RBAS regional programme.

49. Among the key recommendations incorporated as a result of the evaluation were: networking among existing regional institutions rather than building new ones; forming steering committees comprising focal points to manage projects; and revitalizing the use of intergovernmental meetings as the best mechanism for approving important regional initiatives.

50. Another important initiative was the RBAS Quarterly Brief. While initially envisaged as a tool for the drafting of the Administrator's report, the brief has become a publication that enhances the dialogue among country offices and ensures a continuous exchange between those offices and headquarters.

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REGIONAL BUREAU FOR ASIA AND THE PACIFIC

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I. INTRODUCTION

1. The Asia and the Pacific region continued to experience dynamic economic growth averaging 7 per cent. Growth rates, however, varied from over 9 per cent in North and East Asia to about 1 per cent in some Pacific island countries. There were marked disparities within most countries, with over 30 per cent of the region's population languishing in absolute poverty. Although the region's economic dynamism provides a foundation upon which sustainable human development (SHD) can develop, much remains to be achieved in this area. Increasing numbers of subsistence poor and rising income disparities are exacerbated by the region's high population growth, rapid industrialization and urbanization and unsustainable use of resources. One of the major challenges for UNDP in the region is to address these imbalances, in partnership with Governments and the development community as a whole, through targeted SHD initiatives, such as those illustrated in the annex.

2. In 1996, the United Nations Development Programme (UNDP) Regional Bureau for Asia and the Pacific (RBAP) developed a joint country office-headquarters work plan which outlined specific priority development goals and tasks and contained well-defined benchmarks to monitor achievement. The objectives are to: (a) deliver high-quality SHD programmes with measurable impact and provide support to poverty eradication efforts in the region; (b) implement the new programming arrangements, with a prompt review and approval process and accurate financial monitoring; (c) mobilize resources and strengthen constituencies around key UNDP-supported programmes in the region; (d) strengthen the resident coordinator system and United Nations partnerships in the region; and (e) enhance efficiency in RBAP business practices.

3. Benefiting from lessons learned, RBAP will continue to support national poverty eradication programmes in 1997, with added emphasis on participatory grass-roots level implementation and increased use of science and technology. Continued expansion of national execution will be combined with efforts to improve the cost-effectiveness of operations and delivery rates. Additional emphasis will be placed on establishing and strengthening networks of knowledge and expertise, while providing greater support to South-South cooperation initiatives led by countries in the region.

II. OPERATIONALIZING SUSTAINABLE HUMAN DEVELOPMENT AND STRENGTHENING COUNTRY OFFICES AND HEADQUARTERS

A. Poverty eradication

4. At the end of 1995, RBAP adopted a five-pronged strategy for poverty eradication to support the countries in the region. This strategy centred on: strengthening national poverty eradication programmes; conducting poverty assessments in order to assist in formulation of national poverty eradication policies; preparing national human development reports and benchmark indicators; strengthening the use of science and technology for poverty eradication; and developing effective area-based programmes, particularly within conflict-ridden countries to rebuild institutions at the community level. Based on this

strategy, clear indicators of progress for poverty eradication were evident by the end of 1996. Many commitments made at global conferences by Governments in the region were translated into Government-driven poverty eradication programmes. The effectiveness of these programmes has been enhanced by poverty assessments, with more targeted interventions that respond to root causes of poverty and focus on poorer segments of the population. Tools to monitor and evaluate the impact of the programmes were supported by benchmarks and methodologies identified in human development reports, and the capability to implement these programmes was strengthened by UNDP institution-building.

5. In 1996, UNDP allocated 33 per cent of core resources towards poverty eradication efforts in the Asia and the Pacific region. The increasing emphasis of UNDP on supporting national poverty eradication strategies is evident in almost every country in the region. For example, the UNDP-supported National 8-7 Poverty Reduction Programme in China, aimed at assisting 80 million persons living below the poverty line by the year 2000, is focused on group formation of poor households to upgrade skills and increase access to rural credit. As a follow-up to the World Summit for Social Development (WSSD), and in line with Indonesia's national poverty reduction strategy, UNDP supported a set of interventions directed at specific segments of that country's population. These included assessing the impact of poverty programmes, establishing baseline data, developing monitoring systems and providing poor communities with access to markets through information technology. In Myanmar, UNDP completed the first phase of its human development initiative, which is estimated to have benefited approximately 1 million poor persons over the last two and one half years. This initiative created partnerships with informal, community-based groups and represented the first systematic effort in Myanmar to design and carry out a bottom-up poverty eradication strategy. The human development initiative extension, approved in 1996, promotes household food security, sustainable livelihoods, primary health care, basic education and strengthening a grass-roots outreach network.

6. In support of the South Asian Association for Regional Cooperation (SAARC) Declaration on Poverty Eradication, the subregional South Asia poverty alleviation programme, launched in February 1996, provides assistance in social mobilization, formulation of policies in favour of the poor and monitoring. Thus far, the programme has helped organize about 50,000 villagers into active community organizations in Bangladesh, India, Maldives, Nepal and Sri Lanka. It has also provided training in management and technical fields to over 2,000 managers, community organization presidents and village activists.

7. Following an evaluation of the Asian and the Pacific regional poverty alleviation programme in 1995, the programme reoriented its many wide-ranging, small-scale regional interventions towards focused initiatives in more upstream areas where UNDP regional assistance could add greater value. UNDP took on a more active advocacy role in targeted areas, developing channels for the exchange of new research, expertise, methodologies and tools, and for the dissemination of successful development practices. As of December 1996, the programme helped 15 countries strengthen or prepare national poverty eradication programmes and strategies; supported 18 countries in conducting poverty assessments; assisted 17 countries in preparing national human development

reports; worked with 22 countries to incorporate science and technology into poverty alleviation programmes; and developed effective area-based programmes.

8. National human development reports have brought the central issues of human development to all levels of policy debate. As of December 1996, five human development reports (1994-1996) had been published in the Asia and the Pacific region for: Bangladesh; Bhutan; the Philippines; India (state-level); and Pacific (subregional). Reports are currently being prepared in a further 12 countries in the region: Cambodia, China, Indonesia, the Islamic Republic of Iran, the Lao People's Democratic Republic, Malaysia, Mongolia, Myanmar, Nepal, Papua New Guinea, the Republic of Korea and Viet Nam. Related documents are also being produced in 18 countries: a socio-economic database in Pakistan; SHD situation analyses in four countries covered by the UNDP office in Samoa and in 10 countries covered by the UNDP office in Fiji (with Vanuatu's report already published in 1996); an SHD situation analysis in Sri Lanka; a human development monitoring report in Thailand; and a national poverty assessment in Maldives. The Indian Government has gone further and has agreed to prepare state-level reports using its Madhya Pradesh State human development report as a model for other Indian states. In sum, the completed reports have provided countries with up-to-date national statistics and indicators to serve as analytical tools for developing and monitoring national human development and poverty strategies, policies and programmes. Singapore has already incorporated some of the global human development report's social indicators to measure its own growth and progress. The impact of the national reports on policy, economic analyses and budgeting has enabled more effective support to national debate, poverty monitoring and dissemination of poverty-eradication strategies.

B. Creation of employment and sustainable livelihoods

9. The UNDP integrated approach to the concerns of employment, gender and sustainable development has resulted in a number of programmes that provide training for and access to livelihoods that protect the environment, while providing a continued source of income to the rural poor, especially women. In Nepal, the UNDP Training for Rural Employment (TRE) Programme emphasizes the development of the rural cottage and small industry sector at the district level through the provision of basic and vocational skills training. Thus far, the programme has trained 200 district-level officials in planning, implementing, monitoring and evaluating TRE programmes. It has also provided skills training to the rural poor on various income-generating activities, primarily benefiting women. In Mongolia, UNDP established a cheese factory in the Hustain Nuruu Steppe Area, which has vital significance in environmental conservation activities in the region. The project explicitly supports the livelihood of herders who live adjacent to the Hustain Nuruu Natural Reserve and have been negatively affected by the region's measures to stem the overgrazing of natural reserves.

10. Different approaches to providing microcredit have been tested in a number of countries in the region and adapted to specific local demands and conditions. The microcredit component of the UNDP-supported project in the Qomolongma Nature Preserve in Tibet, China, for example, is based on an adaptation of the Grameen Bank model. The project has been providing loans to poor households for such

income-generating activities as animal husbandry and setting up of small businesses. It carries an initial pay-back rate of 100 per cent. In Bangladesh, Nepal and Sri Lanka, village organizations have been formed to aggregate savings from local families into pools of capital which can be used to create new jobs and businesses. In Bangladesh, the programme has led to the creation of 480 village organizations with 18,000 members. These organizations have also been linked with the formal banking sector, facilitating access to an additional $100,000 in loans. This project is expected to be a model upon which other community empowerment programmes will be based, each adapted to local conditions. There remains, however, much to be done in the area of microfinance, especially in instituting more sustainable banking relationships between poor communities and the formal banking sector.

11. The promotion of science and technology to raise income for the poor has also been an important activity in a number of country programmes in 1996. For example, in Bhutan, UNDP technology transfer for the production of essential oils from lemon grass has improved the livelihoods of rural poor. By using an improved distillation technique, cash income for poor farmers increased and the production of lemon grass oil tripled since the project started in 1993. Plans for the replication of this activity are under way and will have a major impact on the rural poor in central and eastern Bhutan where lemon grass is grown. The UNDP-United Nations Industrial Development Organization (UNIDO)-supported Industrial Technology and Market Information Network (ITMIN) in Sri Lanka was launched in October to meet the information needs of the country's growing business community. ITMIN links the databases of the latest technologies in the United States, Western Europe, China, Russia and the Asia and the Pacific region, acting as a broker between two parties within the communications network. The company is also an Internet provider and conducts training in all aspects of computer and information technologies. The long-term impact of the project may also be felt outside of Sri Lanka, as Colombia, Cuba, India, Indonesia, Peru, Viet Nam, and certain African nations have asked for support in developing an ITMIN project emphasizing private sector involvement. ITMIN in Sri Lanka will act as a resource base for these projects.

C. Advancement of women

12. Mainstreaming gender into UNDP-supported programmes has been a central objective in all country offices. As a result, fewer programmes and projects are categorized separately under this theme. Instead, gender concerns have been incorporated into all UNDP programmes and projects. This is apparent, for example, in the targeting of women in employment creation and access to credit, the focus on girls within primary education and the emphasis on combating women's high vulnerability to the human immunodeficiency virus (HIV) and acquired immunodeficiency syndrome (AIDS).

13. A programme for microcredit, targeting women in Western Samoa under the Pacific Regional Mainstreaming Women's Concerns among Indigenous Institutions of Pacific Societies Project, began with a training of trainers workshop in Apia. The related Women's Economic and Social Advancement Programme provides $5,000 in grants to female-headed businesses and women's groups for business start-up.

14. Leading women scientists and technologists from 13 countries in the Asia and the Pacific region met in December 1996 in India for a UNDP-supported workshop on mobilizing science and technology for sustainable and equitable economic growth. A plan of action was adopted to set up a regional network of science and technology experts who will support women living in poverty. Key issues include expanding women's economic opportunities, enhancing gender sensitization in public policy and reviewing legal mechanisms that protect the property rights of indigenous communities.

15. In the course of integrating gender considerations within other UNDP initiatives, and subsequently decreasing the number of projects with an overriding focus on gender, programmes could become subject to an unintentional neglect of gender concerns. Special attention will be given to monitoring this issue.

D. Protection and regeneration of the environment

16. Managing and preserving environmental and natural resources is a central goal of UNDP, as represented by the allocation of 23 per cent of core resources to this area in programmes in the Asia and the Pacific region. Conserving and regenerating forest and water resources is a priority area of support provided to national environmental programmes in the region. For example, the Forest Resources Management and Institutional Capacity Development Project in Bhutan, jointly funded by Capacity 21 and UNDP, is building governmental capacity to prepare national guidelines for forest management plans. Additionally, the Philippines approved the Philippine Agenda 21 as the country's blueprint for sustainable development, making the country the first in South-East Asia to adopt a national Agenda 21. The year-long, highly participatory formulation of this initiative received UNDP support through a Capacity 21 project.

17. Attention to urban environment and human settlement issues was given prominence with the preparation for, and follow-up to, the Second United Nations Conference on Human Settlements (Habitat II). In 1996, in Indonesia, UNDP further expanded and strengthened its urban programme to support more participatory, sustainable development of Indonesia's cities, consistent with Habitat II (see annex section on environment).

18. The Global Environment Facility (GEF) provided approximately $220 million to the region, covering the GEF/Montreal Fund and GEF/Small Grants/Global Programme. The GEF Asia and the Pacific portfolio covers 53 country and regional programmes. In 1996, the bureau's efforts were directed at ensuring full GEF coverage in the region in the areas of climate change and biodiversity. This involved 25 new proposals for activities that facilitated Governments' submission of their first official communication to the two Conventions on Climate Change and Biodiversity.

19. A key strategic GEF intervention in the Asia and the Pacific region during 1996 was the Wetlands Management and Wise Use Programme, focusing on maximizing global benefits from conserving and managing the high level of biological diversity, in parallel with sustainable utilization of the productive ecosystem for human benefit. This programme was initiated with the approval of

preparatory projects for China and Malaysia. It anticipates expansion in India, the Islamic Republic of Iran, Pakistan, Papua New Guinea and the Mekong region. Although countries like China, Mongolia, Papua New Guinea, and Viet Nam have implemented GEF programmes efficiently, delivery in other countries has been hindered by long delays in clearances and halting implementation of preparatory activities. Attention will be given to addressing these points of delay in 1997.

20. The countries in the Asia and the Pacific region account for 52 per cent of the cumulative UNDP Montreal Protocol budget for 1991-1996. The programme focus is to replace chlorofluorocarbons (CFCs) and other ozone-depleting substances with ozone-friendly alternatives in the foam, refrigeration, air-conditioning, solvent, aerosol and fire-extinguishing industries. In Thailand, for example, UNDP has actively assisted the phase-out of CFCs in about 30 manufacturing firms under the Montreal Protocol, making Thailand one of the first developing countries to phase out CFCs before the target year 2001. UNDP has also implemented institutional strengthening projects in the ministries of environment in Bangladesh, China, India, Indonesia, the Islamic Republic of Iran, Malaysia, Pakistan, Sri Lanka and Thailand. In 1996, Mongolia joined this group after it ratified the Vienna Convention for the Protection of the Ozone Layer, Montreal Protocol and London Amendment to the Montreal Protocol.

E. Governance

21. UNDP programmes in the Asia and the Pacific region place high importance on assisting Governments to strengthen national institutions and manage governance and public administration programmes, with 24 per cent of core resources in the region allocated to support governance-related activities in the past year.

22. The Ministerial Conference on Governance for Sustainable Growth and Equity was held in Pakistan in November 1996, involving 14 Asian countries. The Conference adopted the Lahore Declaration addressing the government-civil society interface, decentralization of government tasks and the role of private enterprises. This facilitated discussion of often sensitive issues such as corruption, increased roles for civil society and political empowerment of women. There is now a heightened awareness of the roles possible for neutral, United Nations technical cooperation activities in addressing these issues. One such area is UNDP assistance to the electoral process. At the request of the interim Government of Bangladesh, UNDP provided technical support to the electoral process during the six months of political flux in early 1996. UNDP developed three distinct projects in a very short period to facilitate the work of election observers, provide for voter education and awareness and train voting officials. This resulted in the preparation of 25,950 polling centres, the training of 400,000 polling officials and the production of election training manuals. Following the elections in June, the new Government requested UNDP support to strengthen the capacity of the election commission for future elections. In May, UNDP was formally asked by the Government of Cambodia to help coordinate all external technical support for the elections in 1997 and 1998.

23. Many countries in the region have requested assistance in strengthening local government capacity to decentralize planning and administration. UNDP support for Nepal's decentralization programme has expanded rapidly over the past few years. The current phase of the Participatory District Development Programme (PDDP) now covers 20 districts and has supported parliamentary groups within the National Planning Commission and the Ministry of Local Development to decentralize planning. To date, 126 village organizations have been established and are implementing local development activities in a participatory manner. In the Lao People's Democratic Republic, UNDP initiated a rural development planning for poverty eradication and province-based donor coordination. Provincial profiles will be produced on the basis of localized assessments of development needs and current government capacities at provincial, district and village levels. As a result, there is enhanced bottom-up planning, improved coordination among line ministries and more effective partnerships between UNDP and non-governmental organizations (NGOs).

24. Phase two of the UNDP-supported Cambodian Resettlement and Reintegration Project (CARERE 2) combines anti-poverty interventions with the strengthening of local administration and democratic processes. During 1996, CARERE 2 assisted in the establishment of five Provincial Rural Development Committees, 43 Commune Development Committees and 226 democratically elected Village Development Committees. CARERE 2 assisted local authorities, communities and non-governmental organizations (NGOs) to identify, design and implement 113 subprojects in health, education, agriculture, credit, infrastructure, HIV/AIDS awareness and gender mainstreaming.

25. UNDP spearheaded technical cooperation among developing countries (TCDC) efforts by the Governments of Malaysia and Singapore in offering their TCDC programmes regionally, as well as to African and Caribbean countries. In this connection, Singapore's Institute of South East Asian Studies has agreed to implement a training programme on the East Asian economic development experience for African countries.

26. In September, UNDP and UNIDO sponsored a highly successful investment forum in Rajin-Sonbong, Democratic People's Republic of Korea, attracting 439 participants who signed either contracts, Memoranda of Understanding or letters of intent amounting to $840 million for 20 different projects. The Tumen River Area Development Programme is now more receptive to external trade and investment with key border crossings opened, trade activities facilitated and new railway services introduced. More broadly, the entire area has shown a marked increase in foreign investment - more than doubling in the past two years. In addition, UNDP will set up a business institute in Rajin-Sonbong in 1997 and introduce market economy studies and English in universities in the country.

27. The Mekong River Commission (MRC) has been firmly established with UNDP support as the first and only intergovernmental organization in the Mekong basin area. The drafting of a Mekong Region Basin development plan for member countries (Cambodia, Lao People's Democratic Republic, Thailand and Viet Nam) was initiated with UNDP support. The plan lays the foundation for the future sustainable development of the basin. UNDP also facilitated the establishment of a Mekong Donor Consultative Group, a trust fund and technical advisory

services in support of the MRC. The Mekong River Basin development initiatives have progressed from informal cooperation to institutionalized mechanisms, supported by an intergovernmental agreement and structure. This is providing the necessary political will and commitment to strengthen other forms of development cooperation between these riparian countries. Similarly, the Tumen River Area Development Programme is currently the only forum where senior officials from countries of the North-East Asian subregion meet and plan cooperative development programmes.

28. UNDP, as the only international organization dialogue partner of the Association of South-East Asian Nations (ASEAN), continued to provide targeted support during 1996 through subregional programmes on trade and environment, liberalization of trade and investment and institutional capacity-strengthening, in the context of accelerated globalization and regional economic integration. UNDP-supported studies on trade and trade-related issues were used by the ASEAN experts group to develop a common platform for the ministerial conference on the World Trade Organization (WTO).

III. NEW PROGRAMMING ARRANGEMENTS AND DELIVERY

29. Total fifth cycle (1992-1996) indicative planning figure (IPF) resources for the Asia and the Pacific region are estimated at $1.3 billion. Cost-sharing contributions, Special Programme Resources (SPR), technical support services (TSS) and trust funds are expected to provide another $250 million over this period. Total estimated project expenditures for the period 1992-1996 amount to $1.1 billion.

30. During 1996, 107 nationally executed programmes and projects were approved for approximately $95 million, representing 73 per cent of the total value of new projects approved during the year. While promoting national ownership and building national capacity in development management, national execution has also caused significant delays in programme implementation for some countries. The need to refine further procedures and provide support to the process will be addressed as a top priority in the coming year.

31. The new country cooperation frameworks (CCFs) for Bangladesh, China and Viet Nam were endorsed by the Executive Board in 1996. Fifteen advisory notes, for Bhutan, India, the Islamic Republic of Iran, Kiribati, the Lao People's Democratic Republic, the Marshall Islands, Malaysia, Micronesia, Palau, Papua New Guinea, the Solomon Islands, Thailand and Tuvalu were fully processed and endorsed by the Programme Management Oversight Committee during the year, allowing for CCF submission to the Executive Board in mid-1997. On the whole, the process of consultations on the advisory notes has been extensive, covering central and local government, NGOs, academia, the United Nations system and donor partners at the country level. This will be further encouraged during programme development and implementation stages, to ensure a continuation of broad-based consultation and partnership at the country and regional levels.

32. Adjusting to the new programming arrangements, wide-ranging consultations and tightened programmatic focus has caused shortfalls in programme delivery for some countries in the region. The projected overall 1996 delivery rate for core

resources was 67 per cent. Through realistic year-end budgeting and an increased emphasis on implementation, however, the levels of commitment and delivery have shown a strong improvement in a majority of countries. Six to seven countries must still come within range of their targets for the year.

33. In the past there was a tendency for the Asia and the Pacific regional programmes to be highly dispersed, numerous and underfunded. Therefore, in 1996 a comprehensive re-examination of intercountry programming was carried out. Intensive and somewhat time-consuming consultations with Governments, four subregional forums, the Economic and Social Commission for Asia and the Pacific (ESCAP), the United Nations system and other partners, held at both national and subregional workshops throughout 1996, formed the basis for the Regional Cooperation Framework (RCF). UNDP is also fostering a closer relationship with the Asian Development Bank (ASDB) to support regional cooperation.

IV. ADVOCACY, BUILDING PARTNERSHIPS AND CONSTITUENCIES AND MOBILIZING RESOURCES FOR SUSTAINABLE HUMAN DEVELOPMENT

34. In accordance with RBAP's work plan for 1996, the majority of countries in the region initiated a series of advocacy and information activities centred on raising knowledge and awareness of poverty-related issues. Activities included highly publicized events to commemorate the International Year for Poverty Eradication. Succinct programme information was made available to a wide public in many countries throughout 1996 in a concentrated attempt to reach a broader audience on issues related to poverty, gender, environment and governance. In the Islamic Republic of Iran, for example, UNDP produced a set of 16 brochures, which present successful UNDP-government projects. UNDP also produced poverty eradication press kits in both English and Farsi. Distribution to all local news agencies and papers resulted in wide media coverage.

35. The launch of the Human Development Report 1996 also provided an important event around which UNDP country offices, together with Government and other partners, organized launches, seminars, and follow-up workshops to give greater visibility to the issues and policy implications raised by the report. In Malaysia, the launch of the 1996 report in July resulted in extracts and indicators frequently quoted by both the media and politicians as benchmarks of growth and human development goals. Following the launch of the 1996 report in the Philippines, the President issued statements on several policy changes, including a request that all local government units devote at least 20 per cent of internal revenue allotment to human development priorities.

36. The achievements of the various "Knowledge networks" in the region established by UNDP in 1996 fostered the sharing and exchange of information, expertise and best practices and provided a basis on which to develop policy and programme frameworks. For example, the Legal and Ethical Network for HIV/AIDS facilitated policy dialogue on the socio-economic responses to the epidemic between countries that have accumulated valuable experience and those that are just beginning to grapple with the epidemic's social and economic repercussions. The ASEANWEB, established in 1996, provides access to information on economic, trade and investment activities in the subregion to member countries and the private sector.

37. The Pakistan-based Regional Governance Resource Facility was launched in March 1996, consolidating regional expertise into an operational network of knowledge-sharing. By developing databases on regional expertise, collaborative research and training programmes, this facility assisted country offices and associated government institutions to prepare, implement and monitor governance-related projects and programmes. A similar Sustainable Human Development Resource Facility based in Thailand was established this year, creating a network to promote the exchange of expertise and information in South-East Asia.

38. Non-core resources increased in 1996, as targeted in the annual work plan. The largest percentage increase of non-core resources came from trust funds. A total of eight new trust funds, managed by RBAP, became effective in 1996. A series of new initiatives in resource mobilization and aid coordination also took place. Two first-ever multi-bilateral cooperation meetings between the Government of Japan and UNDP were held in India in November and in Pakistan in December 1996. The meeting in India concluded with an agreement by the Government of Japan and UNDP to cooperate in providing support to seven programme areas in India. Similarly, the meeting in Pakistan resulted in a signed agreement by the Government of Japan and UNDP and the identification of 10 potential multi-bilateral projects for future collaboration. Such agreements may become an important building block for aid coordination and a model for cooperation with other donors.

V. STRENGTHENING UNDP PARTNERSHIPS IN THE UNITED NATIONS SYSTEM

39. A number of joint United Nations initiatives undertaken in the region during 1996 illustrate the increasing emphasis being given to United Nations system collaboration and working with country partners on a variety of issues. In Afghanistan, for example, UNDP created an effective inter-agency coordination support mechanism during 1996 when the security situation imposed operational constraints on all programmes. The United Nations system's shared facilities and services under the Logistical Support Project allowed for economies of scale and created synergies among programmes. In addition, the latest Consolidated Appeal for Assistance to Afghanistan for 1997, which solicited $133 million, is the result of a well-coordinated effort between UNDP and the United Nations Department of Humanitarian Affairs (DHA) and includes all United Nations agencies and NGOs working in and for Afghanistan.

40. The Inter-Agency Working Group on Primary Education in India formulated the United Nations System Support Programme for Community-Based Primary Education in 1996, which will receive financial support from UNDP, the United Nations Children's Fund (UNICEF), the United Nations Population Fund (UNFPA) and the Government, in addition to participation from the International Labour Organization (ILO) and the United Nations Educational, Scientific and Cultural Organization (UNESCO). This represents the first jointly programmed and cofinanced inter-agency effort in India. During 1996, all United Nations agencies in the Islamic Republic of Iran adopted an inter-agency work plan outlining areas for collaboration. This included supporting a national human development report and a poverty eradication programme, combating desertification, developing a roster of national NGOs and national experts, connecting users to the Internet and providing follow-up to global conferences.

Frequent national disasters in the country have also fostered a close, productive relationship between the Government, United Nations agencies and DHA, resulting in a pioneering inter-agency disaster response plan. The United Nations system in Thailand has worked closely with the Government in developing its Eighth National Development Plan, resulting in the finalization of the Thai-United Nations Collaborative Action Plan. Programmes under this plan are guided by a Thai-United Nations Partnership Board, which includes representatives from the Government, private sector, NGOs, academia, and the United Nations system.

41. United Nations agencies in Myanmar have initiated a common United Nations System Social and Human Development Assessment for Myanmar to enhance understanding of the country's development situation and its challenges, thereby developing a better foundation for advocacy, programming and coordination to target the poor. Additionally, 14 theme groups were strengthened or established in Myanmar. An inter-agency task force on United Nations conference follow-up was also established in Apia, consisting of UNDP, the Food and Agriculture Organization of the United Nations (FAO), UNESCO and the World Health Organization (WHO). Similarly, the United Nations system in the Philippines developed inter-agency task forces to coordinate United Nations system follow-up to global conferences, focusing on employment and sustainable livelihoods, basic social services, advancement and empowerment of women, environment and HIV/AIDS. These groups are guided by the Government's social reform agenda, which integrates the key commitments of recent global and national conferences.

VI. UNDP PERFORMANCE IN COUNTRIES IN CRISIS AND OTHER SPECIAL CIRCUMSTANCES

42. Increased and effective collaboration among United Nations partners has ensured a coordinated, rapid response to crisis situations, followed by a sustained joint effort in the recovery and rehabilitation process. During 1996, Afghanistan remained a country in crisis. Consequently, the focus of UNDP support has been on participatory and community-driven rehabilitation; development of a platform of key programmes for joint funding by donors; and logistical and programmatic support for coordinated United Nations system efforts. The UNDP/United Nations Office for Project Services (UNOPS) programme in rural rehabilitation established representative district and village rehabilitation councils which identify and set priorities and participate in the planning and monitoring of projects at the community level. Similarly, the UNDP/United Nations Centre for Human Settlements (UNCHS) urban rehabilitation component revived the traditional system of representation on the district and neighbourhood level and solicits direct beneficiary input to identify priority problems. These programmes, based on decentralized development management approaches, set the stage for enhanced capacity-building of civil society.

43. During 1996, there were natural disasters in many parts of the region. Floods in Cambodia severely affected an estimated 500,000 people in six provinces and Phnom Penh. With UNDP assistance, over $1.5 million was quickly mobilized from the donor community for emergency relief for the most affected areas. Most of these funds were channelled through DHA to the World Food Programme (WFP) for food-for-work. In response to the disastrous typhoon and flood season in Viet Nam in 1996, UNDP established a facility for channelling

disaster relief funds to the country. As of December 1996, five donors had used this facility and provided $248,400 to disaster victims. The UNDP-supported Disaster Management Unit managed these funds, assisted in identifying the neediest communities, prepared disaster relief proposals and monitored the distribution of relief goods.

44. A series of devastating floods caused severe food shortages in the Democratic People's Republic of Korea during 1995 and 1996. The FAO-WFP November 1996 Crop Assessment for the country indicated that a food deficit of about 1.83 million tonnes of grain was looming for 1997. In response, UNDP prepared a joint inter-agency appeal and initiated the Agricultural Relief and Rehabilitation Programme (ARRP). The Government accepted the UNDP proposal to provide Chinese expertise on post-flood agricultural rehabilitation, welcoming, for the first time, substantive external involvement in agriculture through UNDP. Moreover, the Government agreed in principle to participate in the wider Northeast Asia Subregional Agricultural Programme which currently includes China, the Republic of Korea, Mongolia and Russia.

VII. BUILDING A LEANER, MORE ACCOUNTABLE LEARNING ORGANIZATION

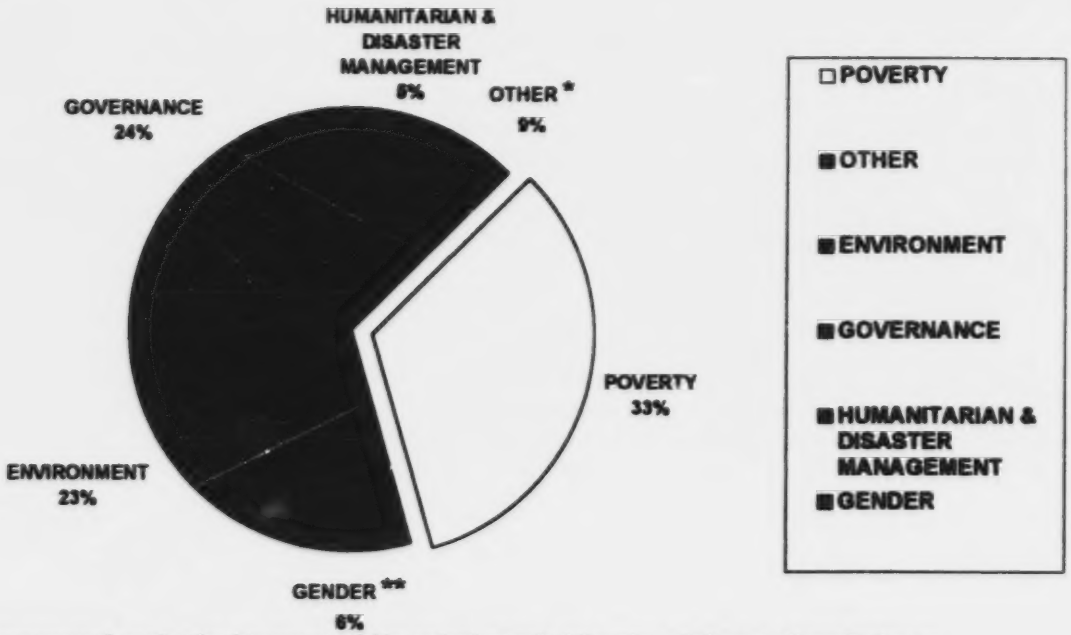
45. In 1996, significant cutbacks in staff were made within RBAP, both at headquarters and in country offices, with a total reduction of 25 per cent of Professional staff and 16 per cent of General Service staff. This has resulted in a decrease of approximately $5 million in total staff costs in 1996. To lighten the negative impact of these reductions, country offices have increased productivity by reorganizing and reassigning tasks, expanding training of national and international staff and introducing new efficiency measures. This has resulted in improvements in local recruitment, communications, budgeting and automation. New approaches to making country and regional programmes more impact-oriented and cost-effective were also developed through Centres of Experimentation in Pakistan, Thailand and Viet Nam. Simple tools for impact measurement have already been incorporated in several poverty-elimination projects, including provisions for carrying out baseline studies and identifying project-specific indicators to measure results.

46. RBAP has placed increasing importance on developing and using information systems. Forty per cent of RBAP country offices were connected to the Internet during 1996, with all offices expected to be fully connected by July 1997. In China, Indonesia and Malaysia, UNDP has already established country office home pages, facilitating access to information on programmes and publications.

Annex

APPROVED UNDP CORE RESOURCES AND ILLUSTRATIVE COUNTRY EXAMPLES IN SUSTAINABLE HUMAN DEVELOPMENT PROGRAMME AREAS

APPROVED UNDP CORE RESOURCES WITHIN BROAD THEMATIC PROGRAMME AREAS: REGIONAL BUREAU FOR ASIA AND THE PACIFIC, 1996



* Covers areas such as: education, inter-agency activities, regional networks, information and advocacy, aid coordination, etc.

** Gender mainstreaming has been followed and hence gender issues have been covered in other thematic areas of poverty, environment, and governance.

RBAP: January 1997

ILLUSTRATIVE COUNTRY EXAMPLES

Poverty eradication and employment creation

With the introduction of public administration and economic reform by the new Government of Mongolia, UNDP reviewed and evaluated the country's National Poverty Alleviation Programme to assess the immediate impact of reform on vulnerable groups in the population. The evaluation indicated that the programme was successful at upstream policy, but that grass-roots-level implementation needed strengthening. New modifications are expected to ensure more effective delivery.

Under the UNDP-assisted National Jute Development Programme in India, nearly 2,000 trainees have acquired skills in jute handicraft design and development and have been subsequently employed by NGOs. Of the trainees, 140 master craftsmen participated in advanced training workshops and, today, nearly 500 women are engaged in the production of jute fashion garments. Under the programme, exhibits are organized in craft bazaars and expositions to provide marketing opportunities to the NGOs engaged in the production of jute-based handicrafts.

From 1994 to 1996, vocational training supported by UNDP in Cambodia trained 5,193 persons in over 35 different skills, from bicycle repair to hand-broom making. Follow-up studies in 1996 indicate that approximately 77 per cent of the persons trained are earning income from full-time, part-time or seasonal employment or are self-employed. Over 55 per cent of those employed are women.

Gender

For China, UNDP and the All China Women's Federation (ACWF) have collaborated on several follow-up proposals to the Fourth World Conference on Women, namely the establishment of a national statistics and data-collection network, the promotion of re-employment of women in urban areas, the organization of gender sensitivity training and mainstreaming of gender concerns into policy-making. With the support of the UNDP-chaired Local Consultative Group on Women in Development, the Bangladesh Ministry of Women and Children's Affairs finalized the National Platform of Action as follow-up to the Fourth World Conference on Women. This support included a review by a multi-donor coalition of the cross-sectoral capacities for gender analysis in various ministries. Based on the Beijing Declaration and Plan of Action, the National Programme for the Improvement of the Status of Women was developed and adopted by the Government of Mongolia with UNDP support.

Environment

Under the UNDP Industrial Pollution Reduction Programme in Sri Lanka, consultants were trained to advise companies on how to implement money-saving pollution-control strategies. For example, a paint company reduced its dust and fume emissions by 70 per cent, while increasing its profits by $17,860 per year. Another company reduced its solid waste by 75 per cent, saving nearly $90,000 a year. This effort will now expand to cover more companies in 1997. In China UNDP efforts to upgrade the National People's Congress capacity to formulate priority legislation and refine the country's general law of environmental protection recently produced the country's first noise pollution law.

Supported by UNDP, Bangladesh published its National Environmental Management Action Plan after an 18-month formulation process involving consultations with government and civil society groups.

The global dimension of GEF activities is implemented at the local level through substantive participation of local communities and NGOs as project partners in the formulation of GEF projects in the region. In India, the Hilly Hydel Project was identified by the GEF secretariat as exemplary in enhancing participatory development and stakeholder involvement.

In 1996, UNDP continued to provide assistance to Indonesia's urban settlements. To support upstream policy interventions, UNDP, the Swiss Development Corporation and Real Estate Indonesia have jointly established the Urban and Regional Development Institute, which represents the interests of communities, the private sector and the Government. At the community level, UNDP developed innovative approaches to self-reliant, community-based housing, which is being rapidly applied, adapted and replicated throughout the country after the successful completion of three pilot projects. Over 60 communities in Indonesia have already applied this approach with UNDP support. The programme has assisted approximately 15,000 people in gaining access to subsidized credit, land and service facilities.

Governance

Following a recent UNDP-sponsored human resource development conference for ministers and party cadre in the Lao People's Democratic Republic, the Government, upon a recommendation from UNDP, established a special commission at the ministerial level to ensure improved cross-ministerial coordination in their efforts to plan, target and achieve national development goals effectively within the context of the country's transitional economy.

An action plan for administrative reform to the Sri Lankan Government has been finalized as a result of a joint UNDP-AsDB project, covering all major areas of public sector reform. The programme is focused on reassessing and streamlining existing institutions and building public sector capacity to administer effectively a growing market economy and to deliver efficiently high-quality services to the Government.

In Cambodia, UNDP collaboration with the Ministry of Health, WHO, UNICEF and the Overseas Development Administration to help rebuild and reform Cambodia's health system resulted in approval by the Ministry of Finance of a far-reaching health financing charter for the country.

Disaster management

In April 1996, a major tornado struck Tangail and Jamalpur Thanas in Bangladesh, killing nearly 1,000, wounding over 30,000 and destroying nearly 100,000 homesteads. UNDP and a disaster assessment team from DHA, in coordination with the United Nations Disaster Management Team (UNDMT), provided immediate situation reports, undertook damage assessments and hosted consultations among donors on relief and rehabilitation requirements. The UNDP-chaired UNDMT, which consists of WFP, UNICEF, FAO and WHO, agreed on priority actions, to be implemented immediately by FAO and various NGOs.

In China, UNDP led international relief efforts when an earthquake struck Yunnan Province in February. After the United Nations resident coordinator convened the UNDMT, a UNDP mission assessed the damage and worked with provincial authorities on emergency relief efforts. UNDP, working with DHA, mobilized over $1.2 million for emergency relief supplies during this operation.

Other initiatives

Advocacy and communications

In observance of the International Year for Poverty Eradication (IYPE), the resident representative in China delivered the Secretary-General's message at a ceremony held at the Great Hall of the People. An event commemorating the International Day for Poverty Eradication (IDPE) was organized in Suva, Fiji, in October 1996, during which a project document was signed by the resident coordinator and the minister of finance. In the Republic of Korea, a commemorative ceremony and seminar were held with over 130 participants from NGOs, academia and the media. In Indonesia, UNDP organized a national seminar on poverty which was widely covered by the media. In Viet Nam, UNDP commemorated IDPE by signing a poverty-eradication project for Yen Bai province which generated a series of articles on poverty-related issues in the local press. In Pakistan, UNDP, in collaboration with NGOs, arranged activities and discussed poverty issues at the grass-roots level to ensure

that these messages reached the poor. In December, the UNDP Office in Mongolia began production of a series of booklets in both Mongolian and English, highlighting prominent SHD-oriented programme activities.

Inter-agency activities

The United Nations Joint and Co-Sponsored Programme on HIV/AIDS (UNAIDS) Theme Group in Mongolia, with representatives from the Ministry of Health, UNDP, WHO, UNFPA, UNICEF, the Red Cross Society and local NGOs, jointly developed the National HIV/AIDS Programme and its work plan for 1996-1997. The United Nations system in India has produced a common frame of reference for human development, poverty reduction and joint follow-up to United Nations global conference goals for India, entitled "United Nations System Umbrella Position Statement - India".

Resource mobilization

The eight RBAP-managed trust funds which became effective in 1996 are: the Mekong Trust Fund; the UNDP-Republic of Korea Trust Fund Agreement for the Support of the Tumen River Area Development Programme; the Tumen Trust Fund; the UNDP-Sweden Trust Fund Agreement for Strengthening Financial Policies and Institutions in Viet Nam Project; the UNDP-Australia Trust Fund Agreement for the Fiscal and Monetary Management Reform and Statistical Improvement Project Phase II; the UNDP-Sweden Trust Fund Agreement for the Support to Rural Development in Cambodia Project; the UNDP Trust Fund Agreement which supports the Cambodia Area Rehabilitation and Reintegration Programme; and the UNDP-Democratic People's Republic of Korea Trust Fund for the Agricultural Relief and Rehabilitation Programme.

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Addendum

MAIN PROGRAMME RECORD

REGIONAL BUREAU FOR EUROPE AND THE COMMONWEALTH OF INDEPENDENT STATES

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I. INTRODUCTION

1. A profound political, economic and social transformation is occurring throughout the region, as countries move from one-party rule to pluralist democracies and from centrally planned to market-driven economies. Most countries in the region have undertaken far-reaching internal reforms as they address the complex task of creating new nation-States.

2. Meanwhile, socio-economic conditions in most of the countries in the region have been in a severe downward spiral during the past three years. Declining gross national product (GNP), increasing poverty, unemployment and growing inequality of incomes have led to social tensions and threatened the reform process. Although the transition process is moving forward, it is doing so more slowly and with much greater social and economic hardship than was initially expected.

3. UNDP is working with the countries in the region to spur economic development and growth. At the same time it is addressing growing concerns relating to social cohesion, increasing poverty, gender inequities, governance and aid coordination.

4. Since the breakup of the Soviet Union, most countries in the region have established new instruments of governance in terms of electoral procedures, legislation and institutions. Democratic elections have been held. Former state security systems have been dismantled in most countries. A new climate of respect for human rights has been established. Largely unfettered mass media are providing a more open and often critical assessment of government performance. The transition period has been an energizing and liberating opportunity for countries to develop new policies and institutions geared to the needs of a post-communist society. The private sector has emerged as a vital force in many countries, replacing or taking over inefficient public enterprises and state-controlled domination of production and distribution. Military production facilities are being adapted to meet civilian consumption needs. Environmental problems are being alleviated.

5. However, much remains to be done. There are a number of trends that must be addressed and reversed. Real wages have declined sharply throughout the region. Unemployment has increased. Access to and provision of social services has declined. Women's conditions have worsened. Male mortality rates have increased. Crime levels and ethnic tensions are rising. There has been a substantial growth of "informal" economic activities, which are unregulated and pay no taxes.

II. OPERATIONALIZING SUSTAINABLE HUMAN DEVELOPMENT AND STRENGTHENING COUNTRY OFFICES AND HEADQUARTERS

6. Sustainable human development policies are becoming increasingly central in defining national strategies that will stabilize the environment for the reform process. To facilitate the development of such policies, a central strategy of the Regional Bureau for Europe and the Commonwealth of Independent States (RBEC) has been to stimulate the production of annual national human development reports (NHDRs). This effort has proved to be an outstanding success, with 21 NHDRs produced in 1995, increasing to 25 last year.

7. The countries in the region have embraced the preparation of NHDRs, as a tool for public debates around issues of sustainable human development. Themes such as poverty eradication, sustainable livelihoods, gender equality, the environment and governance have become central to these debates. The NHDRs provide a wealth of statistical information focusing on the demographic, social, economic, environmental and cultural components of the societies in transition. A major regional project helped the national statistical offices in 26 countries in Central and Eastern Europe and the Commonwealth of Independent States in the collection, processing and analysis of social and demographic statistics in 1995 and 1996. This project will soon be reviewed to further strengthen the preparation of the NHDRs, thus enhancing their statistical base.

8. The Bureau's regional programme has been designed to dovetail with country programmes, consolidating the link between country offices and Headquarters to operationalize focus areas effectively. Activities under the regional programme are designed to benefit the majority of RBEC countries, constitute an additionality to those programmes, and facilitate action to launch new initiatives. To ensure full synergy in advancing sustainable human development (SHD) goals, regional programme funds are used together with national programme funds in a cost-sharing arrangement. This support will be further enhanced in 1997 with the creation of a Regional Support Team at the new RBEC Learning Centre in Bratislava, Slovakia, which is scheduled to become operational in the second quarter of 1997.

A. Poverty eradication and creation of jobs and sustainable livelihoods

9. In many areas that are critically important to the transition process, RBEC has successfully designed programmes to support essential themes. For example, the Bureau's creation of the Central and Eastern European Privatization Network has played a major role in the transition to market economies. The Network has enabled 23 countries in the region to share experiences in the field of privatization. It has also given countries in the Commonwealth of Independent States an opportunity to benefit from expertise developed in Eastern Europe. In a related activity, the development of small and medium-sized business centres and incubators in eight countries has contributed to the establishment of around 500 such enterprises each year. The jobs created by these enterprises are critical in reducing poverty in the region.

10. UNDP and the United Nations Industrial Development Organization (UNIDO) joined forces to create a Small and Medium-sized Enterprises Business Consultancy Centre in Romania, providing assistance in the service, manufacturing, and processing sectors. Since the programme was launched in 1991, 15 additional independent self-financing centres have been opened throughout Romania with UNDP/UNIDO assistance and in close cooperation with the local authorities and entrepreneurs. Over 120 professional business counsellors have been trained. To date over 4,000 enterprises have benefited from the Centres' services. Of these, 247 have received loans worth $31.5 million. More than 100 seminars, with 2,357 participants, have been held throughout the country. Through these efforts it is estimated that 4,000 jobs have been either created or secured.

11. The Tallinn New Entrepreneurs' Centre (TNEC) is one of six centres operating in Estonia where qualified experts provide advice free of charge on how to start a business. These centres were launched with the help of UNDP, the Nordic Council of Ministers and the Finnish Labour Ministry, each contributing $81,000. During the first half of 1996 19 new companies were founded under TNEC leadership. Demand for the Centre's services has grown faster than its financial resources. To help fill the gap, and in a strong indication of local involvement in the programme, about 30 large companies in Estonia have signed up to pay a membership fee and provide expert advice free of charge.

12. The International Labour Organization (ILO) and UNDP, together with the National Employment Service of the Bulgarian Ministry of Labour and Social Affairs, are working to help generate income and create employment in the country's southwestern region. A Business Promotion and Support Centre was established to help new and already existing small and medium-sized enterprises. The Centre was opened in July 1996, with the participation of six municipalities in the region, local economic organizations, local branches of the National Employment Service and representatives of the local business community. Through training courses aimed at motivating and preparing unemployed people to start their own business, and by offering credit opportunities for small entrepreneurs, the Centre hopes to create several new enterprises in the near future.

B. Advancement of women

13. The Regional Bureau has also initiated the establishment of gender in development units in the region. These units help Governments focus on women's issues and draw attention to the increasing feminization of poverty. During 1995 and 1996, units became operational in 18 countries.

14. With the support of these units, UNDP launched an intensive effort to prepare Governments and non-governmental organizations (NGOs) in the region for participation in the Fourth World Conference on Women held in Beijing in 1995. This involved a number of preparatory meetings and advisory services for the development of national and regional strategies. The largest effort, however, was the organization of the "Beijing Express" - a train which started in Warsaw and arrived eight days later in Beijing. The train enabled more than 200 women from Governments and NGOs to attend the Beijing Conference. The trip was also

used to prepare the participants for the Conference. They were given instruction on the latest techniques in conflict resolution, empowerment activities, democratization and leadership skills.

15. RBEC continued to support the Beijing Platform for Action in the follow-up to the Conference. Through its country offices it arranged press conferences for the participants and organized Beijing Clubs where "Beijing Express" and other Conference participants now convene on a monthly basis. RBEC is continuing to promote and strengthen gender in development units in the region through increased collaboration with national Governments, NGOs and other United Nations organizations.

16. A peace negotiation workshop is being prepared for 1997, to address women's role in preventive diplomacy and conflict management. Women from conflict areas and national and international experts will come together for round-table discussions and for training to enable the women, on their return home, to play an effective role in the peace process.

17. In Bulgaria, economic reforms brought with them a rising tide of unemployment. Massive cutbacks in staff fell hardest on the shoulders of women. The labour-market crisis hit both highly qualified professional women and women with little education, including gypsies and other minorities. In response UNDP launched a $115,000 technical assistance programme to help give women greater access to social and economic resources and ensure their adequate participation in the process of transition to a market economy. A qualification training programme, carried out in collaboration with the Ministry of Labour and Social Welfare, assisted unemployed women from five depressed areas of the country to acquire professional knowledge and skills. Over 80 per cent of the 130 participants trained under the programme found employment.

18. "Investing in Women" has become a popular slogan in Turkey, thanks largely to UNDP support of campaigns and symposiums to make the public and the Government more aware of the important role that women play. The problem of violence against women has received attention in public seminars and on television. Training in how to deal with this issue is being given to police, lawyers and teachers. UNDP, the United Nations Children's Fund (UNICEF), the United Nations Population Fund (UNFPA) and the World Health Organization (WHO) are all working closely with the Ministry of Women's Affairs to strengthen programmes to help Turkish women better manage their lives.

C. Protection and regeneration of the environment

19. In the field of environment, significant new projects have been developed, using regional funds as well as the Global Environment Facility (GEF).

20. The Aral Sea was once the fourth largest inland body of water in the world. Since 1960 it has lost almost 75 per cent of its volume and 50 per cent of its surface area. The receding water has exposed a sea bed which is thick with agricultural chemical residues and salt. The deadly dust affects crops, water and air and poisons the environment. The environmental crisis in the Aral Sea basin affects over 35 million people.

21. UNDP and the Inter-State Council for the Aral Sea organized an International Conference on Sustainable Development of the Aral Sea in Nukus, Uzbekistan. It brought together heads of state, NGOs and the agencies of the United Nations to identify solutions to the crisis and address the human needs of the region. The culmination of the Conference was the signing of the Nukus Declaration by the five Heads of State in the region. The Declaration commits the signatories to remedying the human and environmental consequences of the Aral disaster by dealing with both the effects and the causes. It also calls upon the international community for help in drafting a convention which will help re-establish the balance between ecology, economy and the people.

22. UNDP's commitment to alleviating the crisis is embodied in its $3 million Aral Sea Basin Capacity Development effort. This programme brings together a number of national NGOs as well as government departments in an effort to tackle urgent human and environmental needs. It includes projects ranging from the Nukus Shelter Belt to a micro-credit initiative.

23. The ecosystem of the Barents Sea region of the Russian Arctic has been severely threatened owing to hazardous waste dumping and air pollution. In turn, this has impeded economic growth in the region. With support from Capacity 21, UNDP's $885,000 Murmansk Region-Barents Sea Sustainable Development Programme addresses these problems. An environmental capacity-building programme has been developed. It brings together scientists, administrators, policy-makers, international experts and the general public. Multi-disciplinary task forces have been formed to identify and recommend solutions for critical environmental and developmental issues.

Governance

24. Throughout the region, country offices have been working closely with Governments to institute a democratic form of government and protect the human rights of all citizens.

25. After 50 years as part of the Soviet Union, Lithuania has had only five years to establish a democratic society. Part of UNDP's mission is to help build democracy by encouraging the growth of institutions that allow citizens to make their views known. NGOs are a vital part of any democratic society. There are now 3,000 NGOs registered with the Lithuanian Ministry of Justice. Some are run by highly motivated people and are extremely active, but others suffer from lack of recognition, scant resources and inexperience. Communication between some of the NGOs and the Government is poor, sometimes leading to unfavourable legislation. An NGO Information and Support Centre (NISC) was opened, backed by UNDP and the Lithuanian Open Society Fund (Soros Foundation). NISC gives advice about establishing NGOs and offers courses in financial management and public relations. It also helps NGOs attract funding and contact Governments, international organizations and NGOs worldwide. NISC collects information on existing or proposed legislation in order to lobby the Government to provide more support for NGOs. The UNDP budget for the centre is $245,000, of which $50,000 comes from the Baltic Trust Fund (BTF), $50,000 from BTF-Denmark, and $95,000 from the Government of the Netherlands.

26. Another innovative programme in the area of governance that is being widely replicated relates to ombudsmen. Rapid changes to legislation, social benefits and property rights in Lithuania meant that public servants sometimes made arbitrary decisions which adversely affected citizens' livelihoods. A law creating an ombudsman's office was passed and five ombudsmen were appointed to investigate citizens complaints concerning abuse of official positions and obstructive bureaucracy. UNDP support for the ombudsmen includes training, equipment and publicizing their existence. In May 1996, a Lithuanian ombudsman attended an international conference in Moldova to share Lithuania's experience with other countries in the region that want to set up a similar system.

27. When Estonia regained independence the legal status of nearly one-third of its population - people who had settled in Estonia during Soviet occupation - remained unresolved. An Aliens Act adopted by Estonia's Parliament required all persons without Estonian citizenship to apply for residence and work permits. By 12 July 1995, the Estonian Migration Board had received about 335,000 applications which had to be registered and processed within a year. UNDP was asked to provide technical support for processing this enormous number of applications. With additional funds from the Governments of Denmark, Finland, Norway, Sweden and Switzerland, UNDP recruited experts and provided local offices of the Board with computers linked into a network. The staff of 320 people were trained in processing techniques. All 335,000 applications for residency were processed and entered into the database by the deadline. Residence and work permits were granted to 325,000 non-Estonians almost immediately, legalizing their status in Estonia. The remainder encountered delays of a few months, mainly to clear up errors in the applications. In the end, less than 100 applications were rejected.

28. In Latvia the Human Rights Office handles complaints of human rights violations, provides information and education about human rights and investigates human rights issues. In early 1996, a $1.1 million UNDP programme was approved to develop the Office's capacity to fulfil this broad mandate. With $900,000 in assistance from the Governments of Finland, the Netherlands and Sweden, and the financial support and assistance of the United Nations Centre for Human Rights, this UNDP capacity-building initiative is providing the Office with the training and expertise needed to discharge its mandate. During its first six months over 300 written complaints and as many oral complaints and requests for advice were received and handled individually by the Office. Nearly two-thirds were successfully resolved. The activities of the Human Rights Office provide an effective and innovative model for many other countries in transition to a democratic civil society based on the rule of law.

29. To help the Government of Kazakstan in its efforts to achieve macroeconomic stability and move to a market-based economy, UNDP recruited a team of experts from Poland, led by the former Minister of Finance. The group had first-hand experience working in a transitional economy, and has made a significant impact on government policies through a combination of advisory services, workshops and lectures to train high-level government officials. The training focused on such critical topics as banking reform, inflation control, fiscal and tax policy, debt and foreign investment promotion.

30. In Kyrgyzstan UNDP, in close collaboration with the United Nations Educational, Scientific and Cultural Organization (UNESCO), helps equip representatives of media and government information officers with the basic tools they need to ensure a healthy dialogue for a democratic society. The programme on support to mass media in a period of reforms and transition provides a platform for an ongoing dialogue at the national level. Some 200 journalists have been trained in community-based public participation reporting methods. This led to radio and TV documentaries in remote areas of the country. These programmes, for the first time, have given pensioners, children, youths, women and refugees a voice in a voice in determining their future.

31. UNDP has also been a leader in assisting countries in managing external resources and aid coordination. Fifteen countries have joined a regional programme on external resources management in order to coordinate aid flows more efficiently.

32. UNDP was instrumental in the establishment of an external resource management facility in the Azerbaijan Prime Minister's office. In Georgia, an aid coordination agency was established. Moldova developed an external resources management programme in collaboration with UNDP. UNDP contributed $288,000 to the effort, which was augmented by $450,000 from the Government of the Netherlands. In Tajikistan, UNDP and the World Bank jointly financed the establishment of the Aid Coordination Unit within the Ministry of Economy and External Economic Relations to serve as the interface between the Government and the donor community.

33. After Kyrgyzstan created the State Committee on Foreign Investment and External Assistance, known as Goskominvest, UNDP became its main counterpart in mobilizing and coordinating foreign assistance. Now, Goskominvest is looking ahead with confidence in the knowledge that it has the capacity to manage over $1 billion of assistance successfully.

III. NEW PROGRAMMING ARRANGEMENTS AND DELIVERY

34. New programming arrangements are being carried out efficiently and effectively. Six advisory notes were prepared, and followed up by six country cooperation frameworks (CCFs) for the Czech Republic, Hungary, Kazakstan, Kyrgyzstan, Moldova and Slovakia which were submitted to the Executive Board at its first regular session of 1997. Five additional CCFs and the Regional Cooperation Framework 1997-2001 were submitted to the Board at its second regular session.

35. During the fifth cycle, 30 per cent of programme funds were delivered through the national execution modality. This was an important achievement, considering that most of the offices in the region were opened only in 1993. Without the experience of development assistance and the United Nations/UNDP delivery system, most government departments were unprepared to undertake this form of execution at the outset. However, there was a distinct upward trend in the use of national execution during the cycle.

36. The delivery rate increased dramatically in the final quarter of 1996. Deliveries from the IPF in the first four years of the cycle totalled just under $40 million. At the end of September 1996, additional deliveries were estimated at $13.7 million, but by the end of the year this figure had advanced to $22.3 million.

IV. ADVOCACY, BUILDING CONSTITUENCIES AND MOBILIZING RESOURCES FOR SUSTAINABLE HUMAN DEVELOPMENT

37. The NHDRs have become a basis of advocacy and a yardstick for monitoring a country's progress towards human development. One of the major achievements of RBEC has been its successful encouragement of almost every country in the region to produce a NHDR. Country cooperation framework submissions in the region have been heavily influenced by the NHDRs.

38. In order to promote an exchange of information among countries concerning NHDRs, and to disseminate the messages of these important national documents, the Regional Bureau established a permanent home page on the World Wide Web in 1996. This Internet posting contains full versions of the NHDRs for the countries in the region and detailed reports concerning democracy, governance and participation in those countries.

39. In Kazakstan, the statistics, analysis and policy suggestions were highlighted in articles and speeches by the President and senior leaders. The concept is being embodied in new government initiatives, such as the preparation of the National Environmental Action Plan for Sustainable Development.

40. Poland's second NHDR, 'Habitat and Human Development Report' was inspired by the Second United Nations Conference on Human Settlements (Habitat II) held in Istanbul in June 1996. It was introduced in the Senate Chamber by the Marshal of the Senate and is now a part of the curriculum at several Polish universities. The Ministry of Labour and Social Policy now proposes producing human development reports for all of Poland's 49 provinces.

41. Turkmenistan's 1996 NHDR was prepared by professionals at the Academy of Sciences, who benefited from a UNDP workshop that brought them into contact with a number of international experts. The production of the report helped the national professionals learn how to engage in critical analysis of government policies and suggest modifications, something they were not encouraged to do under the Soviet regime.

42. The Ukraine Human Development Report of 1995 was the only such national report prepared specially for the World Summit for Social Development held in Denmark in March 1995. President Leonid Kuchma took it t Copenhagen and referred to it in his statement at the Summit.

43. In Kazakstan, United Nations agencies established four thematic groups for the follow-up of the United Nations conferences. A group on social services is co-chaired by UNESCO, UNICEF and WHO. The group on employment is chaired by ILO. The World Bank heads the group on sustainable development and the group on the advancement of women is co-chaired by the United Nations Population Fund

(UNFPA) and UNICEF. Talks are under way to expand these thematic groups to include national and local authorities, as well as NGOs.

44. Although RBEC programmes accounted for less than 3 per cent of UNDP total core resources for the period, concerted efforts to mobilize external resources have recently started to yield results. Trust funds, cost-sharing and other sources of funding increasingly have allowed RBEC to carry out programming far larger than its core resources alone would have allowed.

45. RBEC established a region-wide resource mobilization strategy by which countries were to mobilize non-core resources equivalent to three times the level of core resources. Thus, non-core funds of $37.3 million were on average almost three times UNDP core funds allocated for country and regional programmes for 1992-1996. The strategy was for core resources to serve as seed money, providing catalytic inputs for programmes in the SHD areas with sufficient visibility and impact to attract funding from other multilateral and bilateral donors, including cost-sharing contributions from programme countries.

V. STRENGTHENING UNDP PARTNERSHIPS IN THE UNITED NATIONS SYSTEM

46. As the institution with the major, and in many cases the only full-fledged, United Nations office in programme countries, UNDP has played an important role in representing United Nations agencies. It has supported implementation of their programmes and promoted joint United Nations initiatives in key SHD programme areas, including participation in and follow-up to global United Nations conferences.

47. The two global United Nations conferences in which UNDP worked closely with other members of the Joint Consultative Group on Policy were the World Summit for Social Development (Copenhagen) and the Fourth World Conference on Women (Beijing). In Turkey, a United Nations Inter-Agency Social Development Programming Committee was established after the Copenhagen Conference with a view to focusing United Nations system development cooperation on poverty alleviation in the southeastern region, the least developed region of the country. As follow-up to the recommendations of the Beijing Platform for Action, support was provided to NGOs doing advocacy work in many programme countries, including establishing a Support Centre for Women in Moldova.

48. UNDP, UNICEF and the Office of the United Nations High Commissioner for Refugees (UNHCR) co-financed an initiative of the Government of Kyrgyzstan in hosting a Central Asian Conference on regional cooperation. The success of this initiative encouraged the Heads of State of the five Central Asian republics to hold similar sub-regional meetings on matters of common concern, including the Nukus Conference on the devastating physical and natural environmental problems of the Aral Sea basin. These problems are being addressed at the regional level through a joint coordinated effort by the World Bank, the United Nations Environment Programme (UNEP) and UNDP and, at the national level, through close collaboration and in some cases joint programming between UNDP, UNICEF, UNFPA and WHO.

49. The field of health-care system reform has been given priority attention in a number of countries through collaborative United Nations undertakings. In Lithuania, UNDP and WHO provided support to the Health Care Reform Management Bureau of the Ministry of Health in formulating a new primary health care strategy which was subsequently adopted by Parliament. The Bureau's work guided the formulation of the UNFPA-supported programme on reproductive health as well as the collaborative work of UNICEF and UNDP in the preparation of a situation analysis of families and children in Lithuania. In Uzbekistan, a United Nations Health Forum was established with the participation of WHO (Chair), UNDP, UNFPA, UNICEF and the World Bank. Similar United Nations thematic groups/task forces have been established in Moldova and Poland, for example, for the formulation and implementation of national programmes on AIDS prevention and control.

VI. UNDP PERFORMANCE IN COUNTRIES IN CRISIS AND OTHER SPECIAL CIRCUMSTANCES

50. UNDP has contributed significantly to the alleviation and suffering and hardship in Countries in Crisis and other special circumstances. It has made nearly $6.2 million available from various sources during the 1992-1996 period to support Bosnia and Herzegovina in its process of reconstruction. UNDP is currently involved in 32 ongoing or planned operations valued at $34.4 million, thanks to additional funding from other donors, a major one being Japan. A multidisciplinary United Nations system mission under the leadership of UNDP was fielded in March 1996. Its task was to assist the governmental structures recognized under the Dayton Agreement to design a programme in support of the reconstruction effort, good governance and sustainable human development. The mission produced plans for a $110 million programme to help reconstruct the country's social and economic fabric and facilitate its transition to a market economy.

51. In Armenia, faced with the challenge of programming development activities in an environment that were essentially focused on humanitarian assistance, UNDP launched a programme aimed at spurring economic growth in line with its sustainable development mandate. It also seeks to strengthen the Ministry of Foreign Affairs, the State Statistics Department, and rural rehabilitation through the World Food Programme (WFP) and the White Helmets Initiative.

52. The UNDP programme for Tajikistan totalled around $5 million, with emphasis on the economic and social spheres, aid coordination, peace-building, women in development, governance and rehabilitation and reconstruction. The UNDP peace- and confidence-building programme was staffed by United Nations Volunteers and financed with a $245,000 contribution from Sweden and $62,000 from the United States of America. Some 50 youth and community centres, involving over 3,000 young people, were established in nine districts most affected by the 1992-1993 civil war. Over 100 sporting events have been organized, in addition to concerts, literary evenings, youth leadership camps and reconstruction and rehabilitation work. Reviving agriculture has received considerable attention, with all model youth clubs engaged in crop cultivation for the benefit of their communities. Micro-credit schemes have facilitated the integration of 500 returnees into the communities. After only a year of operation a formal review concluded that the programme has succeeded, under extremely difficult

circumstances, in bringing together people of different ethnic and regional origins for the purpose of promoting peace and reconciliation. A two-year extension is now under way, with UNDP contributing $550,000 and the United States adding another $50,000.

53. UNDP works closely with the United Nations Department of Humanitarian Affairs (DHA) Coordinator of United Nations humanitarian operations in all countries in crisis. In Azerbaijan and Georgia, the Resident Coordinator also serves as the DHA Coordinator.

54. With a programme budget for Azerbaijan of more than $2.1 million, UNDP is focusing on aid coordination, environmental management, governance, administrative reforms and reconstruction of war-affected areas. It has recently begun an integrated programme to revive the industrial heart of the country.

55. In Georgia, UNDP has allocated $2 million for post-crisis development activities in various regions of the country, especially the former conflict zone in South Ossetia.

VII. BUILDING A LEANER AND MORE ACCOUNTABLE LEARNING ORGANIZATION

56. Although programme resources for the period 1997-1999 have been increased threefold, in terms of staff the Bureau will continue to operate with one-third of what is, on average, available in other bureaux. Another challenge is the necessity to train new national staff members who are unfamiliar with UNDP procedures.

57. The Bureau has also been a leader in employing new information technology and launched the INTERNET link through the UKRAINE FREENET project. The result has been an exponential increase in demand for UNDP support in this area. This type of communication infrastructure will serve as the basis for networking among country offices and national institutions in the implementation of regional and national programmes. It will also link RBEC countries with those in other regions. Through the technical cooperation among developing countries modality, RBEC countries have been able to tap into Latin American experience in the areas of resource mobilization, public sector reform and social safety nets.

58. To keep donors and other interested parties abreast of its activities, the Bureau publishes an annual report detailing successful and replicable programmes in each country, as well as under the regional programme.

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Addendum

MAIN PROGRAMME RECORD

REGIONAL BUREAU FOR LATIN AMERICA AND THE CARIBBEAN

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I. INTRODUCTION

1. During the 1990s, most of the region successfully restored its macroeconomic balance and reduced inflation to manageable levels by implementing adjustment policies. Economic reforms resulted in the emergence of market economies open to international trade and capital flows. Economic growth between 1990 and 1994 averaged three to four per cent. Regional economic growth slowed to 0.6 per cent in 1995, in part owing to crises in Mexico and Argentina. Preliminary data indicate that the regional economy strengthened again in 1996, although the system remains fragile.

2. More than 130 presidential and parliamentary elections held in Latin America and the Caribbean between 1974 and 1993 characterize a major shift towards democratization. However, countries in the region still face severe problems of extreme poverty, poor governance structures and unsustainable use of natural resources, and these pose the major challenges for the decade ahead.

3. Four out of every 10 persons in the region are poor, and nearly 20 per cent of the population exists in absolute poverty. Social inequalities have increased sharply, and the status of women leaves much to be desired.

4. Poverty eradication and employment creation are major priorities for UNDP in the region, reflecting the goals established at the World Summit for Social Development. The Regional Bureau for Latin America and the Caribbean (RBLAC) is also responding to the recommendations of the Meeting of Ministers of Social Welfare of the Group of Rio, and of the Hemispheric Meeting on Poverty. One specific target is to promote actions that will directly or indirectly benefit at least half those living in poverty, in line with goals set at the Micro-credit Summit in Washington, D.C., in 1997.

5. UNDP's strategy in democratic governance focuses on consensus-building, institutional reform and capacity-building of institutions such as the judiciary, parliaments and political parties. It also supports processes of government decentralization aiming at an improved participation of civil society.

6. Current rates of deforestation and soil erosion, urban and water pollution, depletion of non-renewable resources, and loss of biodiversity all indicate that the region's current style of development is unsustainable. To help Governments meet these challenges, UNDP will continue to implement an extensive range of activities aimed at conserving and restoring the environment. The approach is a cross-sectoral one, involving those directly affected by environmental problems. The activities address concerns expressed by the Alliance for Sustainable Development of Central America and at the United Nations Global Conference on the Sustainable Development of Small Island Developing States. The policies and priorities established by the Heads of State at the Hemispheric Summit on Sustainable Development held in Santa Cruz, Bolivia, in December 1996, constitute the future policy framework in this area.

II. OPERATIONALIZING SUSTAINABLE HUMAN DEVELOPMENT AND STRENGTHENING COUNTRY OFFICES AND HEADQUARTERS

7. RBLAC supports a number of projects designed to help countries develop national poverty eradication strategies. UNDP administers a poverty fund for Latin America and the Caribbean financing eight country programmes in follow-up activities to the Social Summit.

8. UNDP actively promotes decentralization and rural development. In the Central American countries a Trust Fund, financed by Italy and UNDP, supports a regional programme on sustainable human development. The programme draws upon the experience gathered through the implementation of the Development Programme for Displaced Persons, Refugees and Returnees in Central America (PRODERE). In Nicaragua, a subprogramme benefits four departments characterized by extreme poverty and former conflict. It promotes community participation and the strengthening of local organizations. The participatory mechanisms include development committees at the municipal and departmental levels, local development agencies that promote employment, and health, education and environmental planning systems. In Guatemala, the anti-poverty subprogramme serves three departments affected by former conflict, contributing to the reintegration of uprooted populations. A $50 million loan from the Inter-American Development Bank (IDB) will enable local organizations to make investments. The Netherlands, Italy and the International Fund for Agricultural Development (IFAD) have joined in this effort.

9. In Haiti, support is provided to 15 municipalities to strengthen their planning and management capacity. UNDP also implements projects to foster rural economic development in regions most stricken by extreme poverty.

10. A $4.5 million project in Bolivia has helped 4,000 poor families in the Altiplano. The project provided technical assistance for improving the production of alpaca wool and establishing of a fibre processing unit to produce alpaca yarn for export and for sale to local spinning plants. In Ecuador, a $2 million project is improving living conditions in poor areas of Quito, Guayaquil and Cuenca, benefiting lower-income women and children through community participation. In Guyana, another pilot project, "Squatter Settlements and Depressed Areas", works to improve living conditions within a national poverty eradication strategy to which UNDP has significantly contributed.

11. In Colombia, an $11.9 million programme funded by UNDP and the Government supports the national social plan based on a participatory model for public management. A Social Investment Fund helps create employment, improve the condition of women, and facilitates investments in local infrastructure serving the poorest 20 per cent of the population. In Peru, a $20.8 million UNDP programme supports government efforts to help those living in extreme poverty and coca farmers. The poor have benefited from the establishment of the Social Development Fund, while a crop substitution programme has promoted alternative development in three main coca-growing areas of Peru. Another $20.3 million programme provides assistance in the resettlement of internally displaced populations. In Paraguay UNDP, with the collaboration of the Economic Commission for Latin America and the Caribbean (ECLAC), contributed to a major

consensus-building process involving the participation of the highest levels of government, civil society, and the private sector. This led to the preparation of the Strategic Plan for Social Development, which was launched by the President in November 1996.

12. In Argentina, a $200 million programme on productive reconversion, "Proyecto Joven", had trained and imparted skills to 100,000 unemployed youths by the end of 1996. A second phase of the project is being negotiated.

13. A new regional project, "Effects of Macroeconomic and Social Policies and Distribution in Latin America", was launched in collaboration with IDB. It focuses on the effects of macroeconomic and social policies on poverty in 12 to 15 countries. A secondary theme is the effect of these policies on economic growth. The analysis is based on comparative country studies. A growth scenario is adopted as a background to discuss factors leading to poverty in each country, and to find ways to reduce their impact.

14. In Brazil, a $41 million project supports the Institutional Development of the Ministry of Health. To serve a wider clientele, particularly the poor, health services were decentralized to municipalities, resulting in a significant reduction of the infant mortality rate. A $21 million project, "Control of Endemic Diseases", significantly contributed to reducing mortality from a number of diseases such as malaria and Chagas disease.

15. The programme to control and prevent acquired immunodeficiency syndrome (AIDS) sponsored by UNDP in Brazil is recognized as one of the most relevant initiatives in the worldwide fight against the pandemic. More than 220 projects have been executed by non-governmental organizations (NGOs) to raise awareness on this sensitive issue. About 40,000 professionals were trained, and 37 research projects have been launched. Four local ethics and human rights networks were established. Strong linkages were created among the Government, NGOs, the private sector and universities.

16. Several activities were undertaken in the region as follow-up to the Beijing Fourth World Conference on Women. UNDP has assisted Governments in operationalizing their commitment to the advancement of women through a range of actions which include widespread dissemination of information on the Beijing Platform for Action and other material relating to gender awareness. UNDP has also been actively involved in efforts to integrate gender issues into national plans, in the development of statistics and indicators on women, and in legislative reform. NGOs and other groups have been actively incorporated into the post-Beijing process.

17. Most countries in the region have established national commissions on gender to monitor implementation of the Beijing recommendations. UNDP, along with other agencies, provides technical assistance to develop national policies on gender and establish national institutions that promote gender perspectives in public policies and government institutions. Bolivia, Colombia, the Dominican Republic, Ecuador, El Salvador, Guyana, Paraguay, Trinidad and Tobago and Uruguay have received UNDP assistance for the development of gender policies.

18. In Paraguay, UNDP has worked with the Secretariat for Women and women's groups in the follow-up to Beijing and produced a gender-specific national human development report. In Brazil, a project provides assistance for training of elected women leaders in municipal bodies.

19. A regional project, based in Costa Rica, disseminated information on the Beijing Conference and promoted gender awareness and consensus-building on gender issues with the participation of women's groups, government institutions and policy makers. A computerized information system was developed listing recommendations and commitments made at world, regional and national presidential summits and conferences that were related to gender issues.

20. UNDP also supports projects concerned with sectoral social policies and investments affecting women. For example, in Argentina the IDB-supported Maternal and Child Health Programme has achieved significant results. Two major hospitals and six health centres were rehabilitated. A health-care reform programme was undertaken in the provinces of Mendoza and Buenos Aires.

21. The UNDP regional environmental portfolio received significant support from the Global Environment Facility (GEF) in 1996. Most prominent were those activities related to biodiversity conservation and management, climate change and international waters. During 1996, projects totalling approximately $24.5 million were approved. As some of these resources are assigned for project development and formulation, it is expected that they will add an additional $29.5 million to the current $100 million regional GEF portfolio.

22. In Guatemala, a $7.7 million GEF-financed project helps safeguard threatened ecosystems containing globally significant biodiversity in nine protected areas. UNDP is also assisting, through GEF, those countries that have ratified the Convention on Biological Diversity and the Framework Convention on Climate Change. A series of projects, known as "enabling activities", assist these countries to fulfil their primary commitments under both conventions. National inventories of greenhouse gas emission sources are being prepared and national strategies for the conservation and sustainable use of biodiversity resources are being formulated.

23. UNDP's portfolio includes five regional projects. They address sustainable use of resources in the Amazon, globally significant environmental concerns in Central America, energy efficiency and development of renewable energy resources, heavily contaminated bays and coastal zones in the Caribbean and monitoring of greenhouse-effect gases.

24. A new project to assess the feasibility of using sugar cane bagasse as fuel in biomass integrated gasification systems is among those approved in 1996. The purpose is to promote investments in a technology that promises to produce electrical energy efficiently, create more jobs in rural areas, and achieve zero net emissions of greenhouse gases.

25. Two new projects, now in the preparatory phase, will contribute to the establishment of a Central American system of protected areas and biological corridors, and of a Central American fund for environment and development. The estimated contribution of GEF will be around $25 million, and it is expected

that these funds will leverage at least three or four times that amount. The fund will finance innovative projects addressing climate change, biodiversity loss, ozone depletion and pollution of international marine, coastal and fluvial ecosystems. As a consequence of GEF approval, the Multilateral Investment Fund of IDB has agreed to provide approximately additional $25 million to fund a separate sustainable development account under the Central American fund.

26. During 1996, seven countries had Capacity 21 programmes under way. These programmes, along with a regional programme in the English-speaking Caribbean islands, had a combined cost of about $4.5 million. Bolivia and Costa Rica are decentralizing implementation of their national Agenda 21 activities, building on their earlier initiatives which are, together with the Chinese programme, considered to be "flagships" of the global Capacity 21 programme. In Bolivia, the Capacity 21 programme helped strengthen the newly created Ministry for Sustainable Development, through decentralization of its institutional structures and support for local participation in development planning. In Costa Rica, there are four main elements of the Capacity 21 programme. Costa Rica's national development plan was harmonized with Agenda 21, and a system of social, economic and environmental indicators and "green" accounting principles are being instituted. Education campaigns have increased national awareness. Clean production and green communities were promoted, a land-use planning system was developed, and mechanisms to implement international conventions were created. Other Capacity 21 programmes in the pipeline for 1997 include programmes for Colombia, Guatemala, Paraguay and Peru.

27. Significant activities are also being financed through government cost-sharing. In Brazil the amount reached $100 million, contributing to the maintenance of flexible and efficient mechanisms of the Pilot Programme to Conserve the Brazilian Rain Forest. Coastal management methodologies were applied in 17 States. Sustainable management plans were designed and fully implemented in six selected conservation units. Waste management models were formulated for application at the federal, state and municipal levels.

28. The region has made sweeping strides towards democratization. To consolidate these gains, both Governments and civil society organizations have expressed the need for international cooperation to improve national institutional structures and the relationships between government and civil society. Governance was selected as the main theme for the Ibero-American Summit of Heads of State held in Santiago, Chile, in November 1996. The Government of Chile requested UNDP assistance in preparing the technical documentation for the Conference. Preparatory activities included the organization of national conferences in Argentina, Bolivia, Brazil, Colombia, Mexico and Nicaragua, with the participation of government representatives and leaders of civil society in these countries as well as representatives of Central American countries, Paraguay, Peru and Venezuela.

29. UNDP supports efforts of overall State reform. In Peru, $176 million has been allocated to improving key government institutions and creating new institutions to limit the role of the State and transfer productive assets to the private sector. The programme supports efforts to promote the private sector, revitalize the economy and prepare loan portfolios. It also seeks to promote investment and foster sound management practices.

30. The subprogramme on judicial reform promotes the independence, restructuring and decentralization of the judiciary. It also supports the strengthening of functions such as public defence, special proceedings for women and the young criminal, and training of judges, district attorneys and magistrates. In Central America, various projects are being financed through the UNDP-Spain Trust Fund on Governance. In Guatemala, together with the United Nations Mission for the Verification of Human Rights and of Compliance with the Comprehensive Commitment on Human Rights, and in El Salvador, UNDP assists in the establishment of a public defence system, the overall r[illegible]m of the judiciary, the strengthening of the Office of the Counsel f[illegible] Human Rights and the civilian police. In Honduras, two projects aim at st[illegible]gthening the judiciary system and the civilian police, which will be transferred from military jurisdiction under the provisions of a constitutional amendment.

31. In Peru, a $115 million programme of judicial reform, involving loans by the World Bank and IDB, provides support to the Judiciary Branch and the Department of the Public Prosecutor. In Uruguay, judicial reform is proceeding on the basis of experience gathered through a UNDP/United States Agency for International Development (USAID) initiative implemented between 1993 and 1995. The new project has already reduced the workload of the Supreme Court, made progress in institutional development and introduced alternative methods of conflict resolution. Computerized information systems have been installed. Another project in Uruguay provides assistance to the Ombudsman's Office.

32. Another area of cooperation in democratic governance concerns the strengthening of parliaments and political parties. In the English-speaking Caribbean, UNDP contributed to the efforts by political leaders to launch the Association of Caribbean Community Parliamentarians, the purpose of which is to promote dialogue and exchange on relevant socio-economic and political issues in the subregion. In Uruguay, the programme of support to Congress stresses efficient methods of management, streamlining functions and responsibilities and establishing formal mechanisms to facilitate access to legislators. The overall aim is to improve the eroded image of the Parliament.

33. UNDP draws on its reputation as a neutral broker to help build consensus. It has promoted dialogue among opposing parties fostering agreements on political and developmental agendas. The role played by UNDP in the promotion of the consensus-process called "Bambito" allowed various political parties and social sectors in Panama to agree on a common national political and socio-economic agenda. During 1996, UNDP actively promoted dialogue and negotiations concerning the transition of the Panama Canal into Panamanian hands. At the end of 1999, the Canal Zone, which is valued at $20 billion and includes major industrial and military infrastructure, will be turned over to Panama after 97 years of United States administration. A meeting held under the auspices of UNDP brought together representatives from every segment of Panamanian society, including political parties, indigenous groups, the Church, business leaders, academia, labour organizations, women's groups and the media, who committed themselves to conducting the future administration of the Canal in the context of a transparent national agenda.

34. UNDP collaborates with many countries in the area of human rights. In Colombia, a project assists in strengthening the work of the Presidential

Counsellor for Human Rights to identify actions for the defence, promotion and protection of human rights, including education campaigns and development of a curriculum for primary education on this issue.

35. Another priority concerns decentralization and government administrative reform. A regional conference on political cooperation in this area was sponsored by UNDP in Caracas, involving the participation of mayors and provincial governors from around the region. It was followed by a series of seminars held in Argentina, Chile, Ecuador, Mexico and Venezuela.

36. The programme of support for municipal development in Argentina achieved important results in institutional strengthening. It assisted in administrative reform and programme formulation in five provinces encompassing 150 municipalities. The programme is expected to cover a total of 24 provinces over a five-year period.

37. In Chile, the $7 million Programme of Support for Regional Decentralization (PADERE), financed by UNDP and the Chilean Government, concluded in 1996. Major achievements were the strengthening of the Ministry of Planning and 12 regional governments, including the government of the Santiago metropolitan area. The programme also supported the establishment of computerized information systems, studies and training of human resources.

38. In Colombia, UNDP is implementing the $6 million technical assistance component of a World Bank loan aimed at strengthening local public administration and geared to capacity-building in departments and municipalities. Several other UNDP projects assist in the improvement of local administrations both at the municipal level in Bogotá, Cali, Medellín and Cartagena and at provincial levels.

39. UNDP contributed to Venezuela's decentralization efforts through direct support for the modernization of six state governments, which has improved their capacities in the areas of planning, administration, human resources development and public finance. The cost of the projects is shared by the state governments, which also act as the executing agents. The successes registered have induced four additional states to request projects which will begin in 1997. UNDP also assisted the Government in the formulation of a project to support a comprehensive reform of the electoral process. UNDP will also be involved in the implementation of this key governance initiative, which will be financed with government cost-sharing.

40. UNDP has also supported the establishment of networks of individuals and institutions to foster exchange and dissemination of information. The Montevideo Network is a permanent body that includes high-level decision makers in Latin America. They exchange information to evaluate and define new development models and to discuss the orientation of processes of governmental reform. An Ibero-American network on governance is being established. It allows the participation of government officials, political leaders and members of academic institutions. The aim is to foster sub-networks on specific themes such as government decentralization, judicial reform and cooperation among political parties and parliaments.

41. UNDP also sponsored the diffusion of information on democratic governance. A survey on governance in Latin America was conducted, eliciting the views of presidents, ministers, intellectuals, clerics, entrepreneurs and military officers. Books were also published, including one called "Democracy, Market and Equity".

42. In Guyana, UNDP worked with the Government on the privatization of many state firms. The project, largely funded through IPF resources, supported the successful divestment of a number of state-owned enterprises.

III. NEW PROGRAMMING ARRANGEMENTS AND DELIVERY

43. RBLAC has a very well developed pipeline of new projects and programmes. Delivery for the 1992-1996 cycle is equal to around 92 per cent of the IPF for the region. When the successor programming arrangements introduced the concepts of "borrowing" and "advance programming", RBLAC was able to take full advantage of these approaches. In the cycle just completed, borrowing totalling $6,140,000 was approved and advance programming amounted to $14,636,000.

44. In addition, RBLAC has always viewed decentralization combined with empowerment and delegation as an effective and efficient modus operandi. The Bureau will be delegating full approval authority for programme budgets to the majority of the country offices, on the basis of detailed assessment of the country office in question and other relevant factors.

IV. ADVOCACY, BUILDING CONSTITUENCIES AND MOBILIZING RESOURCES FOR SUSTAINABLE HUMAN DEVELOPMENT

45. RBLAC continued to advocate sustainable human development and other UNDP themes throughout the region. These activities are made possible by the long-standing good relationships that UNDP maintains with Governments. This relationship allows policy dialogue and debate on sensitive political issues such as political parties, corruption or public security. UNDP also maintains close relationships with an array of organizations in civil society, forging partnerships with the private sector, non-governmental organizations (NGOs), churches, trade unions, peasant and women's organizations, indigenous people, academic institutions and human rights organizations. UNDP has also developed strong links with other United Nations agencies, the development banks and regional organizations.

46. The launching of the 1996 Human Development Report had significant impact in terms of the advocacy role it played in raising awareness at all levels of society about the challenges facing them.

47. Another important UNDP contribution is the preparation and publication of national human development reports. UNDP country offices in Argentina, Bolivia, Costa Rica, Paraguay and Venezuela published reports in 1995. The same task has been accomplished by the country offices of Costa Rica, Brazil and Chile in 1996, while Argentina, Belize, Guyana and Trinidad and Tobago are now in the process of publication. The reports afford the Governments and the societies

the means to examine the process of development from the SHD perspective. They also facilitate debate about the countries' socio-economic conditions and the choice among programme alternatives. In Brazil, the national human development report was discussed in parliamentary sessions, and the country has decided to produce additional reports from individual states.

48. Work undertaken in relation to United Nations world conferences stimulated debate and action on specific themes. The post-Beijing activities provided an impetus to improve the role of women in society, and were capitalized on by UNDP offices. Ample participation was fostered in the region in relation to follow-up of the International Conference on Population and Development, the World Summit for Social Development and the United Nations Conference on Human Settlements (Habitat II). In the areas of governance and environment, UNDP worked closely with the Ibero-American and hemispheric summits, respectively. In Haiti, the Resident Coordinator organized an inter-agency task force to prepare a resume of all the United Nations conference goals and commitments for distribution to government authorities and other interested parties. A series of workshops will be organized to discuss the follow-up to the conferences and the implications for Haiti.

49. Given the limited amount of core resources to which the region is entitled, RBLAC has continued its tradition of mobilizing additional external resources. UNDP is playing the role of a key partner in the development process of the region, and its strategy is linked to the provision of development services allowing UNDP to maintain its relevance to Governments' development programmes. The mobilization of resources continued its upward trend in 1996 with an increase of over 10 per cent from the 1995 figures. Total approved resources for the fifth cycle reached $3.25 billion, comprised of $3.035 million in non-core resources (94 per cent of the total) and $213 million in approved IPF resources (6 per cent of the total). The non-core segment is comprised of government cost-sharing resources, originating largely from loans from international financial institutions and the Governments' own resources. These funds have financed substantive programmes on UNDP priority themes. As a result of the large cost-sharing resource base, administrative costs are well below the 20 per cent target set for the region.

50. Cost-sharing is closely linked to national execution, which is prevalent in the region, accounting for approximately 90 per cent of entire programme resources. Country offices provided services in support of national execution.

V. STRENGTHENING UNDP PARTNERSHIPS IN THE UNITED NATIONS SYSTEM

51. UNDP has made considerable efforts to strengthen its collaboration and coordination with development partners. Regular consultations for coordination purposes are held with United Nations agencies, bilateral donors and representatives of civil society and NGOs. Particularly relevant was UNDP's cooperation with the international financial institutions in the area of governance, state modernization, poverty alleviation, environmental protection, policy formulation and increasing the absorptive capacity of many countries. As a result, UNDP has been associated with programmes of considerable magnitude,

representing more than 90 per cent of the resources for which UNDP is accountable. Significant results have been achieved in countries like Argentina, Brazil, Colombia, El Salvador, Guatemala, Jamaica, Panama and Peru. Such collaboration was particularly relevant for countries in special development situations or post-conflict reconstruction and rehabilitation, such as El Salvador, Guatemala, Haiti and Nicaragua.

52. UNDP has been active in Jamaica, together with other United Nations system agencies, in a broad-based consultation process, involving all regions and organizations of civil society, aimed at defining a national poverty strategy. The process was presided over by the Prime Minister, and the national poverty strategy was approved by the Jamaican Cabinet.

VI. UNDP PERFORMANCE IN COUNTRIES IN CRISIS AND OTHER SPECIAL CIRCUMSTANCES

53. UNDP has extensive experience in countries undergoing the transition from conflict to development. UNDP's role in supporting United Nations mediation in Central America proved that it is a valuable partner of other donors, cooperating agencies and NGOs in furthering peace negotiations and accords, rebuilding war-torn societies and consolidating the peace process. UNDP drew upon its strengths as a politically neutral honest broker, its long-term presence through national country offices, its experienced staff, its knowledge of the evolving situation and its wide range of contacts with all actors. UNDP employs a multi-faceted approach that links emergency assistance, rehabilitation and long-term development.

54. During 1996, UNDP continued supporting regional activities to consolidate peace in Central America in the framework of the Alliance for Sustainable Development. The Programme provided technical assistance to the presidential summits on themes related to peace consolidation, and particularly supported the participation of a wide array of Central American civil society organizations. The $2 million project "Consolidation of Peace in Central America" promotes the participation of peasant organizations, trade unions, women's organizations, indigenous peoples, the private sector and political parties, facilitating debate on peace and SHD issues. Another project extends to the Central American subregion the experience from Costa Rica's "State of the Nation" project, which successfully fostered wide participation and debate on human development issues. It is expected that the preparation of subregional and national reports will involve the participation of an extensive network of Central American organizations in civil society, led by a consortium of universities and other academic institutions.

55. The Government of Spain and UNDP established a new trust fund for Central America with an initial contribution from Spain of $11 million. Under the agreement, the Government of Spain has pledged to sustain contributions over several years. The fund was inaugurated at a regional seminar held in Tegucigalpa, Honduras, with the participation of Spanish cooperation authorities and the Director of RBLAC, presidents of supreme courts and ministers of justice of the Central American countries. The main theme of the seminar was judicial

reform and public security. These are two of the priorities the trust fund will address, along with government decentralization and fiscal reform.

56. At the national level, UNDP continued to create opportunities for dialogue between opposing parties. The consultation, dialogue and consensus-building mechanisms allowed representatives of various political parties and civil society organizations to discuss and reach agreement on fundamental issues among themselves and with the government. Important coordination mechanisms involved the participation of third countries which are "Friends" of the peace process. In Nicaragua, UNDP continued to act as Technical Secretariat of the Support Group consisting of Canada, Mexico, the Netherlands, Spain and Sweden. In El Salvador, UNDP was active in support of United Nations mediation in the Peace Agreement. In Guatemala, UNDP assisted the United Nations Moderator of the negotiations that finally led to the Agreement on a Firm and Lasting Peace signed in Guatemala City on 29 December 1996.

57. The implementation of reconciliation and peace accords called for the preparation and implementation of specific projects. In Nicaragua, UNDP supported consensus-building activities during the last political campaign, particularly promoting discussion on an anti-poverty agenda. The implementation of the project on property issues, financed by $3.5 million provided by UNDP, Canada, the Netherlands and Sweden, stimulated solutions to ownership claims on land. Other challenges are to resolve disputes over executive and legislative jurisdiction and to strengthen the judicial system by training judges and magistrates. To allow judicial decentralization, court houses must be constructed in outlying municipalities.

58. In El Salvador, UNDP continued to implement important projects related to the peace accords. An investment and technical cooperation portfolio was assembled to mobilize technical and financial resources. Other projects involved strengthening democratic institutions and the social and economic reintegration of ex-combatants and demobilized soldiers. In El Salvador, UNDP provided support to the Office of the National Counsel for the Defence of Human Rights, the National Civilian Police and the Police Academy for public security and the restructuring of the electoral system. Several projects financed by the UNDP-Spain trust fund launched new phases of projects in judicial reform and public security.

59. In Guatemala, a trust fund was established with UNDP/Office for United Nations System Support resources as seed capital to support the implementation of the peace agreement. UNDP assisted the Government and former guerrilla forces in building an investment and technical cooperation portfolio that will be presented at a consultative meeting in Paris in 1997. In this context, UNDP works in close collaboration with development banks and bilateral donors. UNDP and the United Nations Mission collaborate in strengthening human rights institutions. A joint project financed by Spain and UNDP contributes to the restructuring of the judicial system, while technical assistance is provided to the civilian police and the Counsel for Human Rights. UNDP is one of the international organizations overseeing the reintegration of uprooted populations, for which a trust fund has been established.

60. In Haiti, the UNDP programme focuses on strengthening democracy and improving management of democratic institutions. A $16 million programme provides support to the National Truth and Justice Commission. It involves collaboration with the Office of the President, the Prime Minister and the Parliament. It also supports civic education and the electoral system and participates in the reform of the prison system. UNDP provides technical assistance to various governmental organizations to improve management of public services, involving work in the areas of macroeconomic fiscal and monetary policy and customs.

61. In the area of natural disasters, UNDP was involved in post-hurricane reconstruction in Costa Rica and Nicaragua. In both countries UNDP supported the Government, civil society and donors in identifying priority areas of intervention for the rehabilitation of the zones affected by Hurricane Cesar.

VII. BUILDING A LEANER AND MORE ACCOUNTABLE LEARNING ORGANIZATION

62. The demands for increased collaboration with Governments, partner agencies and civil society and the donor community placed considerable strain on the resources of tne offices in the region. This was compounded by the need to reduce administrative costs and by the reduced allocation of core resources to the region. To offset this trend, and still respond to the new demands generated, almost all offices have undergone a process of readjustment and restructuring. New functions have been added in order to improve the substantive/thematic response to projects and programmes co-sponsored with other agencies. The offices' operational capacities have been upgraded to increase effectiveness, efficiency and responsiveness. Most remarkably, and thanks to the increase in extrabudgetary resources, these measures have been accomplished with a reduction of the core staff as well as of administrative costs charged to the central resources. Offices in the region have also started networking for the purpose of sharing best practices. Increasingly, other regions have also networked with Latin American offices for the same purpose.

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Addendum

MAIN PROGRAMME RECORD

BUREAU FOR POLICY AND PROGRAMME SUPPORT

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I. INTRODUCTION

1. At the global level, open markets, expanded trade, foreign direct investment and new technologies offer tremendous opportunities for development. Nonetheless, there are very real downsides to globalization. There is already evidence that globalization will economically marginalize large social groups - even entire countries. The globalization of social problems, such as those related to the human immunodeficiency virus/acquired immunodeficiency syndrome (HIV/AIDS) pandemic and other diseases, economically motivated rural-urban migration and large-scale population movements within and between countries due to armed conflict, also presents serious challenges to the world community. Another negative feature of globalization is the increasing power of large corporations and financial markets and the commensurate decrease in the influence of Governments, many of which are handicapped by weak governance structures and high degrees of indebtedness. Lastly, globalization means intensified competition for resources, particularly natural resources already taxed by rapid industrialization, motorization, the growth of mega-cities, population pressures and increased poverty.

2. The United Nations Development Programme (UNDP) has a key role to play in the coming decade in assisting programme countries to take advantage of the opportunities globalization presents, while at the same time protecting their most vulnerable citizens from the hazards of an increasingly globalized world. To make sustainable human development (SHD) a reality in this new context, a more integrated approach is required, one that allows economic growth, social equity and environmental sustainability to move forward together.

3. In 1996, support to country offices continued to be the chief priority of the Bureau of Policy and Programme Support (BPPS). BPPS sought to ensure that UNDP had ready access to knowledge, policy guidance and operational tools for achieving SHD by providing substantive guidance and organizational leadership in the five areas of priority concern to the organization - poverty eradication, jobs and sustainable livelihoods, environmental protection and regeneration, gender equality and governance. In this regard, BPPS emphasized the creation of strategies, guidelines, indicators, assessment methodologies and other policy-making tools, the dissemination of best practices and cutting-edge research and the testing of innovative models through flagship programmes and centres of excellence. Another focus was finding ways for developing countries to benefit from the opportunities presented by the information revolution. Building alliances, strengthening networks and advocating SHD in numerous forums were also stressed.

4. The year 1996 was a transition year for BPPS. First, the bulk of programmes and activities funded through the fifth-cycle global and interregional programmes and the Special Programme Resources (SPR) were concluded. Major evaluations of these programmes were conducted. The close of the fifth cycle was also the occasion for a reorganization of the bureau that saw the closing of one division and a reallocation of staff. The bureau now consists of a directorate; three substantive units (the Social Development and Poverty Elimination Division (SEPED), the Sustainable Energy and Environment Division (SEED) and the Management Development and Governance Division (MDGD));

the Division for Operational Policies and Procedures (DOPP); and the United Nations Capital Development Fund (UNCDF). The Science, Technology and Private Sector Division was dismantled. Some of its programmes were closed; those related to environment and water were moved to SEED; the Private Sector Division was moved to SEPED; and the cross-cutting HIV/AIDS and technology programmes were moved to the directorate.

II. OPERATIONALIZING SUSTAINABLE HUMAN DEVELOPMENT AND STRENGTHENING COUNTRY OFFICES AND HEADQUARTERS

5. Telecommunications and information technologies offer tremendous potential for developing countries to further their SHD objectives. In 1996, the Sustainable Development Networking Programme (SDNP) was strengthened. A complementary initiative was designed to help developing countries benefit from the knowledge revolution, "Information and Communications Technologies in Support of Sustainable Human Development" (ICT/SHD). The origin and purpose of SDNP are a direct outcome of preparations for and recommendations of the United Nations Conference on Environment and Development (UNCED). The programme is designed to provide civil society organizations in developing countries with access to information relevant to sustainable development. By the end of 1996, SDNP was active in more than 30 countries. Over 100 other countries, including members of the Alliance of Small Island States, have expressed interest in securing assistance in 1997. Feasibility studies are under way in 41 of these countries. ICT/SHD was designed over the course of 1996 and began operation 1 January 1997.

6. The Poverty Strategies Initiative (PSI), a flagship effort of BPPS, was launched in March 1996 to support country implementation of the commitments contained in the World Summit for Social Development (WSSD) Programme of Action. These include the formulation of national poverty eradication plans and strategies and the elaboration of national definitions, measurements, criteria and indicators of absolute poverty. The initiative is financed by $11 million from UNDP core resources and $9 million in donor contributions to a trust fund established to support the achievement of the World Summit anti-poverty objectives. PSI initiatives are already under way in over 70 countries.

7. All the projects funded by this special initiative provide upstream support in the areas of poverty analysis, policy review and strategy formulation. This has often involved undertaking poverty surveys and assessments to supplement existing information where data gaps exist. Other efforts involve engaging national partners in a review of the policy and institutional framework for poverty reduction, assessing the impact of current social policy and poverty programmes on vulnerable groups and mapping alternative policy choices for poverty reduction. Consensus-building among national actors on the nature and causes of poverty and the most effective strategies to combat it is another key activity. Yet another goal of PSI involves strengthening national capacity for poverty and social policy analysis, monitoring and evaluation of social programmes.

8. Many of the projects are assisting national partners to assess the magnitude and incidence of poverty nationwide through support to household

surveys, poverty assessments, human development reports and other mapping exercises. Emphasis is being placed on supplementing income and expenditure data with more qualitative indicators of poverty and well-being, gathering and analysing data disaggregated to the district or provincial level and strengthening national and subnational capacities for poverty mapping and measurement. Another major area of focus is the analysis of current policies from a poverty standpoint, with a view to introducing necessary changes in the policy framework. Therefore, many projects are helping to assess the impact of economic reform and adjustment policies on poor and vulnerable groups, on future trends in the labour market and on existing mechanisms for social service delivery.

9. The support provided by this initiative is helping to stimulate debate on development policies and priorities, especially the interplay of growth, poverty and distribution issues. Discussions involving government officials, private sector leaders, civil society and experts serve as a springboard for reaching wide consensus on the main pillars of a national strategy for poverty reduction.

10. New initiatives were taken in 1996 to strengthen UNDP analytical and programming capacity for poverty reduction. Training workshops were organized. One workshop, held in Malawi in December 1996, brought together participants from UNDP country offices, Governments and academic institutions from southern Africa. A new series of technical support documents (TSDs) was produced for UNDP staff and partner institutions. Two TSDs dealing with poverty definitions and indicators and data collection and poverty assessments were disseminated in 1996. Three more are scheduled for 1997 and will address poverty-sensitive macroeconomic frameworks, national strategies for poverty reduction and poverty monitoring.

11. In collaboration with the Emergency Response Division, SEPED commissioned a paper on the linkages between poverty reduction and conflict prevention. The paper focused on the conceptual, policy and operational dimensions of the poverty/conflict prevention nexus. It also drew on best practices from United Nations agency interventions on how anti-poverty programmes could prevent the emergence of conflict by attacking its structural causes. The paper was presented to the Development Assistance Committee of the Organisation for Economic Cooperation and Development (OECD/DAC) Task Force on Conflict, Peace and Development Cooperation and was endorsed by all OECD member delegations.

12. An outside evaluation of the Private Sector Development Programme (PSDP) was conducted in 1996. It recommended sharpening the UNDP focus in this area. Follow-up discussions identified three programming priorities: support to microentrepreneurs, especially through microfinance; support to small and medium-sized enterprises (SMEs), especially through provision of non-financial support and advisory services; and engaging the private sector.

13. Most important in 1996 was the progress made in the area of microfinance. The MicroStart Programme, which was approved by the Executive Committee in July and officially launched during the February 1997 Microcredit Summit, has generated considerable demand and is expected to be offered to 25 countries in 1997. New microfinance initiatives have been launched in Brazil, where over 2,000 borrowers are already being assisted, and in China.

14. PSDP has been active in supporting national-level programmes. It is backstopping a regional UNDP initiative involving private sector organizations in South Africa and their counterparts in the region. In Haiti, PSDP helped design and manage an inter-agency mission on private sector development, which is being overseen by the office of the prime minister. Technical support has been provided to Bangladesh for a project aimed at decentralization of production systems through the establishment of partnerships between microfinance NGOs and private sector companies.

15. In 1996, the Gender in Development Programme (GIDP) was instrumental in increasing UNDP resource commitments to the advancement of women. About 15 per cent of total UNDP global and regional resources have been committed to the advancement of women in the coming cycle, up sharply from the 1992-1996 cycle. In addition, in collaboration with the Office of Human Resources (OHR) and senior management, targets for professional-level women in UNDP during 1996 were closely monitored and, in general, met. GIDP has worked closely with OHR in strengthening the integration of gender in the UNDP human resource strategy, as well as calling attention to the need to incorporate gender issues within the change process.

16. In 1997, UNDP will be seeking the further integration of gender considerations into all thematic areas through collaboration with regional bureaux in order to ensure that UNDP reaches the budgetary objectives set by the Administrator. Strengthened collaboration with the United Nations Development Fund for Women (UNIFEM) to support the resident coordinator role in the follow-up to the Fourth World Conference on Women and in joint GIDP/UNIFEM programming missions is also envisioned.

17. The bulk of UNDP resources devoted to environmental activities help countries protect and manage the natural resources that are most essential to the basic needs of poor people. The areas of concentration are sustainable agriculture and food security; water resources and the aquatic environment; renewable energy and energy conservation; and forest management.

18. Activities in these areas are supported by SEED, which was established in 1994 to strengthen UNDP environmental programmes by bringing together all headquarters staff involved in environmental policy, programme support and the management of environmental trust funds. Consolidating activities funded through core resources and initiatives supported by non-core trust funds, such as the Global Environment Fund (GEF), the Office to Combat Desertification and Drought (UNSO), the United Nations Revolving Fund for Natural Resources Exploration (UNRFNRE), the Montreal Protocol and Capacity 21, under one division has created synergy, increased programme impact, leveraged resources, built partnerships and helped to streamline UNDP environmental programming.

19. UNDP launched an organization-wide initiative on energy in 1996 to help developing countries move towards sustainable energy futures. Activities include encouraging countries to create a conducive legal and regulatory climate for sustainable energy development; supporting and financing innovative demonstration projects that promote key technologies; and supporting the formulation and implementation of national energy action programmes.

20. The need for strong partnerships between the public and private sector is being addressed through a major UNDP initiative launched at the Second United Nations Conference on Human Settlements (Habitat II). With a number of donors, UNDP has established an initiative that aims to turn environmental problems - mainly in the areas of water, energy and waste management - into viable business opportunities. This programme is expected to result in approximately $1 billion worth of investments over a five-year period.

21. UNDP is working in 70 countries to manage, preserve and regenerate forests. Its work in forestry encompasses policy and dialogue, as well as capacity-building programmes and technical cooperation. In addition, UNDP has designed a forest capacity programme through a special fund, with which it assists countries in formulating and implementing integrated strategies for forest management.

22. UNDP supports capacity-building of Governments and civil society for the management and use of water resources and the aquatic environment in ways that reconcile poverty reduction and environmental protection. The global Capacity-building Programme for Sustainable Water Sector Development supported water sector assessments and strategy formulation in Bolivia, China, Ghana, Mali, Mexico, Peru, the Sudan, Swaziland, and Viet Nam. The programme, which is funded by UNDP and several donors, is spearheading a new approach to water resources management in which national teams analyse the water sector, identify gaps and constraints and outline short-term and long-term objectives. The programme is designed to produce a nucleus of officials and specialists trained in sustainable water sector development and to improve collaboration.

23. Two new international coordination and support mechanisms were established during 1996. The Global Water Partnership, co-founded by UNDP, the World Bank and the Swedish International Development Authority (SIDA), is designed to enhance multi-agency cooperation at the country level. The World Water Council was formed as a global think-tank to forecast long-term trends in water sector development and to put water issues high on national and international policy agendas.

24. The UNDP GEF was very active in 1996. During the year, the GEF Council approved 16 projects, 31 enabling activities and 22 Project Development Facilities (PDFs). UNDP-GEF projects approved thus far carry a total value of $80.8 million and encompass every region of the developing world. UNDP also managed the GEF Small Grants Programme (SGP) which, during 1996, provided 108 local community projects with funding of up to $50,000. The SGP is operational in 33 countries, with 11 new countries added in 1996.

25. The operations and overall goals of GEF were further integrated into those of UNDP at large during 1996. Based on a strategy endorsed by UNDP senior management, several new initiatives were launched to better mainstream GEF in UNDP. GEF and senior UNDP management now jointly review on a regular basis the pipeline of projects in development and the portfolio of projects under implementation. This regular review process has generated the formulation of several projects that have benefited from co-financing and is deepening the understanding of GEF operations within UNDP as a whole. Project development workshops were initiated in 1996 to broaden access to GEF at the country level.

26. The year 1996 was the first in which some UNDP-GEF projects were evaluated from conceptualization through completion. This experience will facilitate a richer dialogue between the UNDP country offices and environment ministries for more efficient project and policy development. By introducing learning mechanisms into UNDP-GEF, overall UNDP responsiveness to the challenges of global environmental protection improved substantially over the year.

27. Capacity 21 was established as a fund to assist developing countries integrate the principles of Agenda 21 into national planning and development efforts. The fund contains $65.6 million, with additional contributions in excess of $6 million made in 1996. In a little over three and one half years of operation, Capacity 21 has assisted more than 40 countries. In 1996, assistance was provided to several countries for development activities that included the coordination of national Agenda 21 efforts. In 1996, the Capacity 21 Management Committee approved programmes in Bhutan, Bolivia, Bulgaria, China, Costa Rica, Djibouti, the Dominican Republic, El Salvador, Kyrgyzstan, Nepal, Niger, Sao Tome and Principe, as well as a regional programme for the Mediterranean.

28. An independent review of the first three years of Capacity 21 operations was conducted. In June, this review of programmes in Bolivia, China, Costa Rica, the Gambia and Malawi was presented at a meeting in Rabat, Morocco. The participants gave a clear indication that they wished Capacity 21 to continue its activities and proposed that it seek funding to expand in the next two or three years. The national programmes that were discussed during the meeting demonstrated how countries are making real progress implementing Agenda 21, with Capacity 21 providing a valued source of extra support. One of the strengths of Capacity 21 is its provision of exclusively non-sectoral support.

29. The Montreal Protocol works to reverse the damage to the ozone layer. By the end of 1996, UNDP was helping 49 countries eliminate ozone-depleting substances (ODS). UNDP assists countries in programme formulation, technical cooperation and training, demonstration projects, national institutional strengthening and technology transfer investment projects. UNDP staff and international experts, working with governmental ozone unit focal points and national consultants, help industry design and implement ODS-elimination projects in aerosols, foams, solvents, refrigeration and refrigerant recovery and recycling.

30. In 1996, total funding amounted to $30.3 million. This resulted in a rise in the UNDP 1991-1996 cumulative project portfolio to $139 million. This portfolio now comprises 490 projects, including 287 technology transfer investment projects, which will eliminate an estimated 18,137 tonnes of ODS annually. Funding is expected to increase by about one third in 1997 but is still insufficient to meet developing country needs.

31. UNDP supports efforts to implement the United Nations Convention to Combat Desertification (CCD) through its regular core programmes and through UNSO. In 1996, UNSO provided technical and catalytic financial support to a total of 33 UNDP programme countries in various preparatory activities in the implementation of the CCD.

32. In Africa, the national action programme process, as the main instrument for the implementation of CCD at the national level, has been initiated in Benin, Botswana, Burkina Faso, Cape Verde, Chad, Ethiopia, Kenya, Mali, Malawi, Mauritania, Niger, Senegal, Swaziland, Uganda, the United Republic of Tanzania and Zimbabwe. Preparatory work on national desertification funds has been launched or is in the process of initiation in 19 countries.

33. In Latin America and the Caribbean, UNSO has provided technical support to Argentina, Bolivia, Brazil, Chile, the Dominican Republic, Ecuador, Guatemala, Haiti, Mexico, Paraguay and Peru in the context of preparatory activities for the implementation of the CCD. At the subregional level, UNSO has provided technical and financial support for the development of a programme for sustainable dryland development of the Gran Chaco, which encompasses areas of Argentina, Bolivia and Paraguay. In collaboration with the Inter-American Development Bank (IDB), UNSO is currently supporting the preparation of a Central American subregional programme, which includes the Dominican Republic and Haiti.

34. In Asia and the Commonwealth of Independent States (CIS), UNSO has worked closely with the United Nations Environment Programme (UNEP) to assist the Government of Mongolia with the development and refinement of its national action programme and the design of a national environmental/desertification fund. Negotiations are currently under way with China, Kazakstan and Pakistan to identify areas for UNSO support. At the regional level, UNSO provided assistance to the Asian NGOs' Conference on Desertification in Pakistan and to the Afro-Asian Forum for Implementation of the CCD held in China in August 1996.

35. In 1996, an estimated $6.7 million was mobilized through the Trust Fund to Combat Desertification and Drought, which was established in 1995 to facilitate support for the implementation of CCD. This supplemented $1.7 million for ongoing desertification-control projects in the most affected countries. In 1996, the total value of ongoing projects was approximately $45.3 million.

36. UNSO must strike a balance between the participatory planning process required by CCD, which is time and resource intensive, and expectations by the Governments and affected populations for rapid concrete results. It is also challenged with developing and operationalizing the innovative CCD funding mechanisms, building partnerships and mainstreaming drought and desertification issues in the UNDP programming exercise.

37. In 1996, UNRFNRE introduced a revitalization plan that gives greater focus to environmental regeneration and to the promotion of sound natural resource development activities. Since becoming a member of SEED in July 1996, it has sought to position itself as a catalyst for the sustainable development of natural resources.

38. Sound judiciary and electoral bodies, an efficient and accountable public sector and robust national and local legislatures are the cornerstones of good governance for people-centred development. UNDP programmes in the areas of governance are spearheaded by MDGD, which strives to strengthen electoral processes; support decentralization and economic and financial management; build

civil society partnerships; promote legal reform; and support the establishment of parliamentary processes.

39. At the global level, a significant achievement in 1996 was the completion of the UNDP policy document, "Governance for Sustainable Human Development". The document is intended to advance UNDP strategic objectives by clearly identifying and analysing the linkages between SHD and governance. It is intended to guide the work of UNDP country offices and key partners in programme countries in the field of governance. Another significant achievement at the global level was the launching of the third phase of the Urban Management Programme (UMP), which will focus on poverty eradication, environmental improvement and participatory governance. UMP is a partnership of UNDP and the United Nations Centre for Human Settlements (UNCHS) and is supported by contributions from the Governments of the Netherlands, Sweden and Switzerland.

40. In 1996, the third phase of the Local Initiative Facility for Urban Environment (LIFE) Programme was implemented. Since its launch at UNCED 1992, LIFE has operated primarily at the community level with over $11 million of programme resources. LIFE's particular focus has been the empowerment of individuals and institutions in local communities to understand and control the environment in which they live and work through participatory methodologies. Over the past four years, the programme has demonstrated that community-based organizations (CBOs) and non-governmental organizations (NGOs) and local authorities can work together to improve the lives of people in low-income urban settlements. The Governments of the Netherlands and Sweden provide bilateral support to this programme.

41. Another significant achievement of 1996 was the launching of the Management Development and Governance Network (MAGNET) based at UNDP headquarters. MAGNET is a moderated electronic network that aims to transform the Management Development Programme into a professional network in order to enhance MDGD support for public sector reform and governance. By networking government managers, chief technical advisors, consultants and country office programme officers, the network will introduce new methods of learning and sharing experiences.

42. At the regional level, the Regional Bureau for Asia and the Pacific (RBAP), in cooperation with MDGD/BPPS and the UNDP country office in Pakistan, organized a ministerial-level conference on governance in the Asia region. The conference brought together more than 70 participants, including ministers and senior officials from 15 Asian countries. The meeting allowed Asian policy makers to share and analyse governance experiences. It facilitated discussions on best practices, helped to define areas for future regional cooperation and resulted in a joint declaration on governance for the region.

43. MDGD also provided support to the Regional Bureau for Arab States (RBAS) for the design of the Arab Regional Programme on Governance. The principal objective of the programme is to support the strengthening of institutional capacities of Governments, civil society and the private sector for effectively managing anti-poverty programmes.

44. In Latin America, MDGD provided support to the creation of the Iberoamerican Governance Network. The network is being launched by UNDP, promoted by the Governance Project of the Escuela Superior de Administración y Dirección de Empresas, and supported by the IDB. A group of statesmen, intellectuals and leaders of international organizations from Latin America and Europe was established to discuss the issues of governance and sustainable human development, as part of the network.

45. Support was provided to the Government of Bangladesh to implement a National Programme on Public Management for Good Governance. This programme builds on the major changes that have taken place in Bangladesh, which are conducive to the development of a transparent and accountable system of governance. In addition to administrative reform, MDGD will provide support to some of the most sensitive areas in the executive, judicial and legislative branches of government.

46. UNDP also approved a programme of support to the Palestinian Authority for governance and public administration. The Palestinian Authority is embarking on a programme of institution-building to improve its capacity to achieve its development objectives. This requires clarifying the roles, functions and design of key institutional components.

47. The Mongolian Management Development Programme was designed to enhance management capacities for the public and private sectors in the context of a market economy and a democratic society. UNDP, with the support of MDGD, has provided significant assistance. It recently approved a programme of support for the decentralization and strengthening of the programme in cooperation with a number of international donor agencies. The aim is to ensure that government policies and practices enable local areas to take greater control of development and resource mobilization.

48. The HIV/AIDS epidemic continues to spread at an alarming rate around the world. It is estimated that there were over 3 million new HIV infections in 1996. The UNDP response to the epidemic focuses primarily on its socio-economic implications. As a participant in the United Nations Joint and Co-sponsored Programme on HIV/AIDS (UNAIDS), UNDP has sought to collaborate with the other sponsoring organizations and development partners to contribute to its overall goals, with highest priority placed upon supporting effective and sustainable, multisectoral and multidimensional country-level responses.

49. During 1996 UNDP continued to give high priority to strengthening the ability of country offices to integrate HIV activities in key UNDP programming areas, including governance, gender and poverty. Training workshops have been organized for UNDP focal points in country offices to improve understanding of the causes and consequences of the epidemic and to strengthen the programming skills of national focal points, who have critical roles to play in supporting multisectoral responses to the epidemic. Collaborative initiatives with UNAIDS have been launched at country and intercountry levels on ethics, law, human rights and HIV. An important aspect of UNDP work in response to the epidemic continues to be the dissemination of publications, in part reflecting the experience of UNDP in policy and programming. One of the most significant publications in 1996 was 'A Forward-looking Evaluation of the Approach of the

UNDP HIV and Development Programme". The report identifies effective responses to the epidemic in the context of development.

III. NEW PROGRAMMING ARRANGEMENTS AND DELIVERY

50. DOPP supports the development and dissemination of programme policies and procedures and provides the secretariat for the Programme Management Oversight Committee (PMOC). It works with other United Nations agencies to promote coherence on operational matters within the United Nations system and manages a research programme on programme policy issues.

51. With the support of DOPP, the PMOC became fully operational during the latter part of the year. It examined and cleared advisory notes and CCFs. DOPP conducted an in-depth analysis of advisory notes with a view towards providing additional guidance to country offices and regional bureaux on how the notes should be developed. The programming manual is now available electronically in country offices and has been distributed in hard copy in different languages. It is hoped that easy availability of guidelines will facilitate understanding of the new programming arrangements at the country level.

52. DOPP held extensive consultations on the programme approach during the fall of 1996, resulting in the "User's Guide on the Programme Approach", which contains a revised format to replace the current programme support document and implementation arrangements. The user's guide was distributed to the country offices for comments in December 1996. The guide will greatly assist country offices in their programming for the next cycle and will provide a basis for enhanced dialogue with partners. Since it provides simpler procedures, the user's guide will contribute to faster formulation and thereby enhance delivery at the country level. DOPP also furthered understanding of the programme approach by key partners through a paper presented to a DAC workshop in December 1996. A two-year strategy for training in the programme approach has been prepared.

53. DOPP spearheaded ongoing work on national execution, particularly with regard to the revision of procedures and guidelines and the identification of further actions necessary to improve the UNDP execution system. It also undertook work on NGO execution, as well as the development of a new execution modality called "development services" based on the Latin American experience with cost-sharing.

IV. STRENGTHENING UNDP PARTNERSHIPS IN THE UNITED NATIONS SYSTEM

54. As part of its involvement in the United Nations system conference action plan, and with a view to giving additional scope to the concept of sustainable livelihoods and its application at country level, UNDP conducted two of the seven country reviews undertaken by the International Labour Organization (ILO)-led Inter-Agency Task Force on employment and sustainable livelihoods. In addition to these reviews in Morocco and Zambia, UNDP has provided substantial programme development support to country offices, especially in southern Africa. This helped identify programming opportunities for sustainable livelihoods

through approaches that link employment, capital, technology, governance and environmental concerns.

55. Through an informal UNDP-United Nations Children's Fund (UNICEF)-World Bank working group on poverty measurement and monitoring, progress has been made in identifying an initial core of questions to be used by the three agencies for rapid assessment surveys of household economic circumstances, human development and poverty; and for agreeing to a framework for a joint poverty-monitoring home page.

56. GIDP collaborated within the Joint Consultative Group on Policy (JCGP) on policy implications of the Fourth World Conference on Women Plan of Action for the United Nations system and has worked with JCGP partners and the United Nations Division for Women on gender mainstreaming. GIDP strengthened collaboration with a DAC-Women in Development (WID) subgroup and is working with selected partners on addressing Agenda 21 targets.

57. GIDP also supported the Beijing Internet List initiative, which covered all geographical regions and had a large multiplier effect. Originally scheduled to end on 31 December 1996, the list received massive support from subscribers globally, with suggestions on how it could be maintained. GIDP collaborated closely with NGOs in taking forward the Fourth World Conference on Women Platform for Action for policy development and government accountability. The Division of Public Affairs (DPA) and GIDP, in collaboration with Columbia University and the Fredrich Ebert Stiftung Foundation, held a "One Year after Beijing Review" involving Governments, NGOs and academics.

58. In September 1996, UNDP hosted an Inter-Agency Group on Participation meeting. This led to the launch of a new UNDP initiative, the Learning Network on Empowerment and Participation. This network will support and monitor innovative approaches and encourage the mainstreaming of participatory approaches.

59. DOPP began analysis on procedures and formats for joint programmes and projects, as well as the recruitment and management of project personnel by JCGP partners. A draft report was prepared to address key roadblocks to harmonization at the field level.

60. A list of 40 "core indicators" for situation analysis at the country level was submitted to country offices for review and to the JCGP for the purpose of developing a Common Country Assessment. This exercise demonstrated the difficulties involved incorporating SHD in each major programming area and in identifying major qualitative dimensions of poverty, gender, governance and other sectors.

V. BUILDING A LEANER, MORE ACCOUNTABLE LEARNING ORGANIZATION

61. The results of the evaluations of global and interregional programmes and SPRs were made available to the Executive Board in February 1997, and therefore are summarized only briefly here.

62. Although the evaluations pointed to a number of shortcomings in SPR and global and interregional programmes, they made a strong case for the role of intercountry programmes in UNDP. They noted that these programmes offer the most direct opportunity for UNDP to: demonstrate how its SHD and poverty eradication agendas can be implemented; provide a context in which to introduce new methods in grappling with critical development issues; strengthen the research capacity of the South; and afford a good means through which to build partnerships. SPR funding was particularly important in moving UNDP towards greater substantive focus on SHD.

63. The evaluation of SPR concluded that management was decentralized, making monitoring, programme coherence and impact evaluation difficult. The evaluation of the global and interregional programmes had a similar finding, noting that UNDP cannot afford a scattered approach to global programmes and must concentrate on fewer areas. In future, global activities will be managed through a small number of umbrella programmes and serious efforts will be made to strengthen the links among the global, regional and national programmes. Another weakness was that many activities within SPR, as well as the global and interregional programmes, were not well known within UNDP, and their lessons were not widely shared within the organization. Other weak points included underbudgeting of projects, insufficient attention to a consultative and participatory approach, lack of commitment to training and inadequate staff allocations to oversee programme management.

64. A chief recommendation from the evaluation that is being incorporated into the new programming arrangements is the need to strengthen efforts to adopt multidisciplinary approaches.

65. One of the bureau's most exciting initiatives during 1996 was the Centre of Experimentation (COE), made possible with support from the Overseas Development Administration. The main rationale for the establishment of SEED was to bring about greater coherence among UNDP core activities and those of the various trust funds. To help achieve this, COE has focused on two key goals: maximizing the potential for synergy; and ensuring that headquarters staff working on environmental matters develop a true partnership with country offices. The project has shown that it is indeed possible to obtain considerable synergy by combining responsibility for programme support, policy development and fund development and management. Equally important, it has shown that headquarters units can develop partnerships with country offices if this goal is identified for staff at all levels. In addition to concrete programme results, COE has fostered creative new working relationships among the staff and has built considerable team spirit.

Annex I

POVERTY STRATEGIES INITIATIVE

Background

The Poverty Strategies Initiative (PSI) was launched in late March 1996 to support country implementation of the WSSD commitments contained in paragraphs 26 (b) and 26 (d) of the Copenhagen Declaration on Social Development and Programme of Action: (a) the formulation of national poverty eradication plans and strategies, which should establish, within each national context, realistic and affordable time-bound goals and targets for the substantial reduction of overall poverty and the eradication of absolute poverty; and (b) the elaboration at the national level of precise definitions, measurements, criteria and indicators for determining the nature, extent and distribution of absolute poverty, preferably by 1996, the International Year for the Eradication of Poverty.

The initiative is being financed from UNDP core resources amounting to $11 million (including $7 million of technical support services (TSS-1) funds) and donor contributions to a Trust Fund for Follow-Up Activities to WSSD, which has been established to support the achievement of the WSSD poverty eradication commitments. Donor pledges currently stand at $9 million, including $1 million from the Government of Denmark, $2 million from the Government of the Netherlands, and $6 million from the Government of Norway. Half of Norway's contribution is earmarked for supporting country-level implementation of the 20/20 initiative through the promotion of universal access to basic social services, especially for poor and vulnerable groups.

Current status

As of 14 February 1997, 71 proposals from UNDP programme countries have been approved for PSI funding. Almost half of the projects approved to date have originated in low-income countries, and about one third in least developed countries (LDCs). More than 50 per cent of the proposals have come from countries with a mid-range human development index, with a further 30 per cent belonging to the low human development category. As regards the regional distribution, more than half of all PSI projects are being implemented in sub-Saharan Africa and the Asia and the Pacific region. The regional breakdown of approved projects is as follows: sub-Saharan Africa, 20; Asia and the Pacific, 18; Europe and the CIS, 15; Latin America and the Caribbean, 10; and Arab States region, 8.

Work began in over 70 programme countries in just 10 months since the launch of the initiative. This shows a high degree of interest on the part of UNDP programme countries as well as responsiveness and celerity on the part of UNDP country offices and headquarters. Furthermore, the initiative comes at a time when many country offices are focusing their efforts on supporting country implementation of the outcomes of major United Nations conferences and holding discussions with their national counterparts on the next CCFs.

Appraisal and follow-up of PSI projects

Brief proposals are normally sent to headquarters, outlining the main focus and objectives of the country project. Each regional bureau has designated a focal point and set up a mechanism to ensure prompt action on proposals received. Most often, this mechanism takes the form of a regional task force on poverty or similar arrangements. Proposals are appraised by the regional bureaux and comments are provided and incorporated in a revised version of the project document. An inter-bureau steering group, comprising poverty coordinators and focal points from the regional bureaux and UNDP main policy unit (BPPS), meets every two to three weeks to share information and provide feedback and guidance to country offices on progress with project implementation.

In this way, the poverty initiative has served not only to focus attention on poverty issues in UNDP programme countries, especially in the critical area of assisting programme countries in the formulation of national anti-poverty strategies, but also to galvanize UNDP staff around WSSD follow-up and poverty issues.

Main programme areas

All proposals are geared towards providing upstream support in the areas of poverty analysis, policy review and strategy formulation. This has often involved undertaking poverty surveys and assessments to supplement existing poverty information where data gaps exist; engaging national partners in a review of the policy and institutional framework for poverty reduction; assessing the impact of current social policy and poverty programmes on vulnerable groups; mapping alternative policy choices for poverty reduction; building consensus and validation among national actors on the nature and causes of poverty as well as the most effective strategies to combat it; and strengthening national capacity for poverty and social policy analysis, monitoring and evaluation of social programmes. A sample of PSI activities is included in annex II.

A substantial number of proposals are assisting national partners to assess the magnitude and distribution of poverty nationwide, through support to household surveys, human development reports and other mapping exercises. Emphasis is being placed on supplementing income and expenditure data with more qualitative indicators of poverty and well-being, gathering and analysing data disaggregated to the district or provincial level and strengthening national and subnational capacity for poverty mapping and measurement.

Support is also being given to the improvement of in-country capacity for poverty monitoring and analysis on an ongoing basis. Thus, several proposals are helping to establish comprehensive poverty monitoring systems, which will provide systematic information on social indicators and poverty trends.

Another major area of focus of PSI proposals is support to institutional and policy review. The purpose is to analyse current policies from a poverty standpoint, in order to introduce necessary changes in the policy framework. Thus, PSI projects are helping to assess the impact of, among other things,

economic reform and adjustment policies on poor and vulnerable groups; future trends in the labour market; and existing mechanisms for social service delivery. Work on basic social services is increasing with the recent $3 million contribution from the Government of Norway for support to the conclusion and implementation of 20/20 agreements. In Burkina Faso and Nepal, for example, the PSI has provided an opportunity for linking WSSD follow-up with the implementation of the 20/20 initiative, focusing on the restructuring of public expenditures for provision of universal access to basic social services. Strengthening of social safety nets and support to microfinancing and to small and microenterprises have figured prominently in a number of PSI proposals.

UNDP support is also helping to open political debate on development policies and priorities, especially the interplay of growth, poverty and distribution issues. PSI support facilitates broad discussions involving government officials, private sector leaders, civil society and experts, which serve as a springboard for reaching wide consensus on the main pillars of a national strategy for poverty reduction and eradication.

Problems and prospects

PSI has been proceeding smoothly, demonstrating a high degree of commitment on the part of UNDP country offices and national partners to the WSSD Programme of Action. Lessons are being drawn as implementation gets under way and will be widely disseminated and shared among countries and regions.

TSS-1 funds, accounting for approximately 40 per cent of UNDP resources available for the initiative, have not been committed as quickly as SPRs because negotiating agreements with other United Nations agencies for project execution is time consuming. With the beginning of a new programming period on 1 January 1997, all unprogrammed TSS-1 funds were transferred to the support for policy and programme development facility (SPPD) and thus became available for programming with the regional commissions as well as the smaller United Nations agencies, in addition to the previously eligible executing agencies (the Department for Development Support and Management Services (DDSMS), the Food and Agriculture Organization of the United Nations (FAO), the International Labour Organization (ILO), the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the United Nations Industrial Development Organization (UNIDO)). This arrangement will further facilitate the utilization of TSS-1 resources within the PSI framework.

Donor contributions to the PSI, furthermore, did not materialize as quickly as had been expected. This created a shortage of resources during the last quarter of 1996, leading to a slowdown in the implementation of the initiative. With the recent transfer of funds from the Governments of the Netherlands and Norway, it is expected that current pipeline projects will be approved with no delays and implementation will continue at a quick pace.

Annex II

LISTS AND SAMPLES OF APPROVED PROJECTS

List of approved and pipeline projects, classified by geographic region

Sub-Saharan Africa	Asia and the Pacific	Eastern Europe and Central Asia	Latin America and the Caribbean	Arab region
Angola	Afghanistan	Armenia	Cuba	Djibouti
Botswana	Bhutan	Azerbaijan	Dominican Republic	Jordan
Burkina Faso	Cambodia	Bulgaria	Grenada	Lebanon
Central African Republic	China	Georgia	Guatemala	Morocco
Ethiopia	Cook Islands	Kazakstan	Guyana	Palestinian Programme
Gabon	Fiji	Kyrgyzstan	Honduras	Sudan
Gambia	India	Latvia	Mexico	United Arab Emirates
Ghana	Islamic Republic of Iran	Lithuania	Nicaragua	Yemen
Guinea-Bissau	Maldives	Moldova	Paraguay	
Kenya	Mongolia	Poland	Trinidad and Tobago	Pipeline
Malawi	Myanmar	Romania		
Mali	Nepal	Turkey	Pipeline	Egypt
Mauritania	Niue	Turkmenistan		
Namibia	Papua New Guinea	Ukraine	Argentina	
Senegal	Samoa	Uzbekistan	Costa Rica	
South Africa	Thailand		El Salvador	
Togo	Vanuatu		Panama	
Uganda	Viet Nam		Peru	
United Republic of Tanzania			Uruguay	
Zimbabwe	Pipeline			
	Tokelau			
Pipeline				
Cape Verde				
Chad				
Mozambique				

List of approved country projects, classified by country according to income per capita

Least developed countries	Low-income countries	Middle-income countries
Afghanistan	Afghanistan	Angola
Angola	Bhutan	Armenia
Bhutan	Burkina Faso	Azerbaijan
Botswana	Cambodia	Botswana
Burkina Faso	Central African Republic	Bulgaria
Cambodia	China	Cook Islands
Central African Republic	Ethiopia	Cuba
Djibouti	Gambia	Djibouti
Ethiopia	Ghana	Dominican Republic
Gambia	Guinea-Bissau	Fiji
Guinea-Bissau	Guyana	Gabon
Malawi	Honduras	Georgia
Maldives	India	Grenada
Mauritania	Kenya	Guatemala
Myanmar	Malawi	Islamic Republic of Iran
Nepal	Mali	Jordan
Papua New Guinea	Mauritania	Kazakstan
Samoa	Mongolia	Kyrgyzstan
Sudan	Myanmar	Latvia
Togo	Namibia	Lebanon
Uganda	Nepal	Lithuania
United Republic of Tanzania	Nicaragua	Maldives
Vanuatu	Sudan	Mexico
Yemen	Tanzania	Moldova
	Togo	Morocco
	Uganda	Niue
	Viet Nam	Papua New Guinea
	Yemen	Paraguay
	Zimbabwe	Poland
		Romania
		Samoa
		Senegal
		South Africa
		Thailand
		Trinidad and Tobago
		Turkey
		Turkmenistan
		Ukraine
		Uzbekistan
		Vanuatu

List of approved projects, classified by country according to human development level

Low human development	Medium human development	High human development
Afghanistan	Armenia	Fiji
Angola	Azerbaijan	Latvia
Bhutan	Botswana	Mexico
Burkina Faso	Bulgaria	Thailand
Cambodia	China	Trinidad and Tobago
Central African Republic	Cook Islands	United Arab Emirates
Djibouti	Cuba	
Ethiopia	Dominican Republic	
Gambia	Gabon	
Ghana	Georgia	
Guinea-Bissau	Grenada	
Kenya	Guatemala	
India	Guyana	
Malawi	Honduras	
Mali	Islamic Republic of Iran	
Mauritania	Jordan	
Myanmar	Kazakstan	
Nepal	Kyrgyzstan	
Senegal	Lebanon	
Sudan	Lithuania	
Togo	Maldives	
Uganda	Moldova	
United Republic of Tanzania	Mongolia	
Yemen	Morocco	
	Namibia	
	Nicaragua	
	Niue	
	Papua New Guinea	
	Paraguay	
	Poland	
	Romania	
	Samoa	
	South Africa	
	Turkey	
	Turkmenistan	
	Ukraine	
	Uzbekistan	
	Vanuatu	
	Viet Nam	
	Zimbabwe	

Sample approved projects

Botswana: UNDP will provide support to a national review of poverty reduction strategies, which will be used as input for Botswana's eighth national development plan, 1997-2003, as well as for the development of a comprehensive poverty reduction framework, to be implemented under successive development plans over the next 10 to 20 years. The exercise will involve mapping poverty at district and subdistrict levels through an in-depth participatory poverty assessment survey nationwide; the preparation of national guidelines for community involvement in development activities; training and institutional strengthening for intersectoral coordination and articulation between central and local governments; and revamping of the country's poverty monitoring system for use in decentralized policy and programme evaluation on a continuous basis.

Bhutan: UNDP is assisting in the elaboration of national definitions, measurements and indicators of absolute poverty through the preparation of a national human development report.

Burkina Faso: UNDP will support the 20/20 initiative in Burkina Faso by providing assistance to the implementation of an in-depth survey and analysis of public expenditure allocations, availability and access to basic social services for the poorer segments of the population, as a basis for the preparation of a national anti-poverty strategy and programme, with an emphasis on basic social services for all.

Cambodia: UNDP will support a national capacity development programme for poverty assessment and social sector analysis (i.e., monitoring the impact of economic reform on vulnerable groups, poverty assessment methodologies, indicators, benchmarks and targets) as well as the establishment of an interdepartmental task force on poverty within the planning ministry to strengthen linkages between social sector analysis and policy formulation. In addition, a review of successful poverty programmes and poverty assessment methodologies will be carried out, with an emphasis on identifying best practices for support to women-headed households and other vulnerable groups.

Central African Republic: The project will provide assistance to the formulation of the Plan national de lutte contre la pauvreté, focusing on the development of an institutional framework for grass-roots initiatives, women in development and reintegration of youth and vulnerable groups. Regional and national seminars will be organized for the validation of results, consensus-building and adoption of the plan.

Djibouti: UNDP will assist in the completion of the second National Household Survey and the formulation of a poverty profile for Djibouti. This will provide the basis for the development of a National Poverty Eradication Strategy, which will encompass a range of action programmes to address poverty issues. National workshops will be held for the purposes of validation and consensus-building.

Gabon: This UNDP project will assist in the strengthening of national institutional capacities to gather data on social trends and monitor employment trends and the impact of adjustment policies on the living standards of poor urban and rural households, through the establishment of an Observatoire du

changement social, a Tableau de bord social and a series of training seminars and workshops on poverty monitoring and policy formulation.

Guatemala: UNDP will assist in the development of a national plan for the development of indigenous peoples, which will include proposals of policies, strategies, programmes and actions for the eradication of poverty among Guatemala's indigenous population, 90 per cent of whom live on an income below the poverty line. To achieve this objective, the project will work with the Mesa Nacional Maya, strengthening its capacity to enter into policy dialogue with other Mayan organizations, the Government, and key actors and groups of the civil society.

Guyana: In collaboration with the Institute of Development Studies of the University of Guyana, UNDP will assist in the development of a gender-sensitive poverty profile highlighting the geographic, demographic, sectoral and occupational distribution of an absolute poverty line in Guyana, on the basis of which a national poverty alleviation strategy and programme of action with time-bound plans and targets will be drafted. Additionally, an assessment of the impact of the ongoing structural adjustment programme, of existing institutional and human resource gaps and capacities and of the macroeconomic and information management framework for poverty reduction in Guyana will be carried out with UNDP support.

Guinea-Bissau: With UNDP support, a baseline study of poverty in Guinea-Bissau as well as a review of the existing policy and institutional framework for poverty reduction will be carried out. This will lead to the formulation and validation of a multisectoral strategy and national programme for poverty reduction.

Islamic Republic of Iran: UNDP plans to assist in the establishment of a poverty alleviation national advisory committee, the production of the first official poverty profile of the country, and the elaboration of a poverty eradication strategy which will include relevant targets and indicators for monitoring progress.

Kyrgyzstan: UNDP will provide assistance for the identification and prioritization of poverty alleviation needs in the country, and of current gaps and weaknesses in the capacity of government and civil society institutions to address poverty issues. These will serve as an input for the next CCF, which will have the formulation of a Kyrgyz anti-poverty strategy as one of its main areas.

Mongolia: UNDP will support the strengthening of in-country capacity for the production of national human development reports, which will serve as a monitoring tool for the implementation of Mongolia's National Poverty Alleviation Programme. UNDP will also support the establishment of a poverty analysis section (PAS) within the Government to undertake poverty-related analysis in support of programme implementation.

Morocco: UNDP will focus its assistance on: sensitizing the Government to the importance of WSSD follow-up; integrating the implementation of WSSD commitments into national planning documents; elaborating the National Plan of Action for

the Eradication of Poverty; launching a series of seminars and workshops to build consensus on the key components of the plan; and identifying a number of target provinces to test pilot poverty mapping techniques and operationalize the anti-poverty actions contained in the plan.

United Republic of Tanzania: As part of ongoing UNDP support to the development of a national policy on poverty eradication, the project will assist in mobilizing the private sector's involvement in the national policy dialogue on poverty strategies, by assisting the private sector to develop a common understanding of poverty issues in the Tanzanian context, defining its future role and potential contribution to poverty reduction and identifying specific anti-poverty initiatives that could benefit from private sector participation (investment and venture capital funds, credit and employment creation schemes).

Turkey: UNDP is supporting the organization of a national dialogue on poverty elimination, which will include a broad-based review and assessment of national policies and budgets and their impact on poverty, unemployment and social development. It is expected that the policy reviews will culminate in a declaration on poverty reduction in Turkey, which will lay the groundwork for the formulation of a national poverty reduction strategy.

Yemen: UNDP will assist in the establishment of a task force on poverty eradication and employment generation, which will play a coordinating role among the Government, civil society and donors and provide technical input for the formulation, implementation and monitoring of the National Action Plan on Poverty Eradication. This will involve supporting the establishment of an information system to monitor the impact of public policies and programmes on poor and vulnerable groups, including an assessment of the impact of structural adjustment on income and employment levels, in order to propose options for poverty reduction through job creation.

Zimbabwe: As a national Poverty Alleviation Action Plan has already been formulated and endorsed by all major local actors, UNDP is planning to assist in the operationalization of the plan objectives by strengthening capacity at the national and community levels for the effective delivery and implementation of programmes.

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Addendum

MAIN PROGRAMME RECORD

OTHER MAJOR PROGRAMMES AND FUNDS

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I. UNITED NATIONS VOLUNTEERS PROGRAMME

1. The year 1996 was an exciting one for the United Nations Volunteers (UNV) programme. The organization moved its headquarters from Geneva, Switzerland to Bonn, Germany in July and celebrated its twenty-fifth anniversary. A total of 3,242 UNV specialists and fieldworkers from 137 nations served in 140 countries. More than 600 UNV-identified specialists worked with the Organisation for Security and Cooperation in Europe (OSCE) during the elections in Bosnia and Herzegovina. In addition, there were 120 national eco-volunteers and hundreds of Transfer of Knowledge Through Expatriate Nationals (TOKTEN) and United Nations International Short-Term Advisory Services (UNISTAR) volunteers serving around the world. The organization increasingly directed its efforts towards poverty eradication, peace-building, democratization, and relief to development, while continuing to pursue classic, community-focused development work.

2. In the area of poverty eradication, a regional workshop on UNV contributions in sub-Saharan Africa was held in February 1996 in Ouagadougou, Burkina Faso, with UNDP resident representatives/resident coordinators, government officials and non-governmental organization (NGO) representatives. Results included requests from UNDP country offices for collaboration in this region. UNV specialists were increasingly utilized in support of UNDP poverty-related programmes, specifically in China, Kyrgystan, the Lao People's Democratic Republic, Mongolia, Namibia, Nepal, Senegal, Sri Lanka, Togo, Uganda, the United Republic of Tanzania and Zimbabwe. UNV launched a number of poverty-related, community-based initiatives in Latin America, including projects with street children in Central America; with artisans in Ecuador; with populations around Sao Paulo, Brazil; and with the UNDP Participatory Development Programme in the Caribbean, notably in Barbados, Guyana and Trinidad and Tobago.

3. UNV was also quite active in the area of peace-building and democratization. Through the assignment of 234 specialist volunteers, UNV continued to provide support to United Nations missions, including the United Nations Angola Verification Mission (UNAVEM), the United Nations Mission to Haiti (UNMIH), the United Nations Observer Mission in Rwanda (UNAMIR) and the United Nations Observer Mission in Liberia (UNOMIL). In addition, UNV selected and fielded 40 election logistics specialists and 605 election supervisors for OSCE for the September national elections in Bosnia and Herzegovina. This was the first operation of UNV on such a significant scale in support of a regional organization. Sixty-five UNV specialists were also fielded as human rights monitors in Rwanda in connection with United Nations Centre for Human Rights (UNCHR) activities.

4. On the occasion of its twenty-fifth anniversary, UNV organized, within the framework of the May 1996 session of the UNDP Executive Board, a special event involving a substantive discussion and debate on "Tackling the Root Causes of Conflict - Roles for Volunteers?" The event was chaired by the Administrator. On this occasion the Administrator also launched the book Volunteers against Conflict, written by UNV specialists and based on field experiences in humanitarian and peace-building missions.

5. In the area of relief to development, UNV specialists continued to be present at the local level in post-conflict situations in Bosnia and Herzegovina, Cambodia, Haiti, Mozambique, and Rwanda, extending United Nations system outreach to local populations in support of rehabilitation processes. Many UNV specialists were involved in quick-impact projects supported as an entry point to stimulating longer-term local development initiatives. For example, in Mozambique, UNV specialists and fieldworkers facilitated the rural resettlement of formerly displaced persons and demobilized soldiers in six provinces in cooperation with government services and a number of civil society organizations.

6. In a continuous effort to focus increasingly on the identity, role and direction of its work, UNV Strategy 2000 was finalized at the end of 1996. The document was enriched by considerable insights received from UNV partners within and outside the United Nations system. According to Strategy 2000, UNV will focus on responding to specific country needs, actively building partnerships and exploring volunteer response to issues of global concern identified in United Nations summits and conferences. The main areas of concentration will be urban development, environmental management and preventive/curative development. Implementation of Strategy 2000 will be built mainly upon lessons learned from various evaluations undertaken during the past few years.

II. SPECIAL UNIT FOR TECHNICAL COOPERATION AMONG DEVELOPING COUNTRIES

7. In 1996, the Special Unit for technical cooperation among developing countries (TCDC) supported the implementation of activities consistent with the TCDC New Directions mandate approved by the High-Level Committee (HLC) on the Review of TCDC in 1995 and endorsed by the Economic and Social Council and the General Assembly. Special emphasis was placed on the areas of priority approved by the HLC, such as trade and investment, macroeconomic policy development and coordination, poverty eradication and management of the environment. These areas accord with the objectives of sustainable human development (SHD). In 1996 the Special Unit for TCDC issued a publication entitled TCDC and Sustainable Human Development, which provided specific examples of the linkage between TCDC and SHD.

8. In the area of poverty eradication, important emphasis was placed on the implementation of the 237 agreements concluded among the participants in the capacity and needs-matching exercise on credit and rural poverty, held in Bangladesh in September 1994. At present, about one third of the agreements have been implemented, while others are in various stages of preparation. The Special Unit has provided follow-up support, including funds, to facilitate a higher rate of implementation of the agreements.

9. As a follow-up to the World Summit for Social Development (WSSD), support was provided to several Latin American countries in exchanging experiences of successful poverty eradication programmes. In collaboration with the Latin American Economic System (SELA), efforts were made to stimulate the development of small-scale enterprises through an analysis of the opportunities offered by the various integration arrangements in the region. The Special Unit is

monitoring follow-up activities by the countries concerned to translate the knowledge gained into concrete action in establishing small businesses.

10. With respect to management of the environment, support of an institutional nature was continued for the International Network on Small HydroPower based in Hangzhou, China. The network has been successful in pooling the resources of the main regional energy institutions in Africa, Latin America and Asia. It serves as an expert facility and repository of technical information relating to the sustainable development of small hydropower operations as a viable and environmentally friendly alternative source of energy, particularly in rural areas of developing countries. The E-7 Network of Expertise, a consortium of the major energy authorities of the G-7 industrialized countries, has undertaken to share its technical know-how on energy development with the network.

11. Support was also provided to facilitate the establishment of a network of regional groups focusing on the exchange of technical information, policies, practices and facilities relating to bio-systematics. This involves the identification and classification of insects, nematodes and micro-organisms in the Pacific Islands (PACINET), East Asia (ASEANET) and East Africa (EAFRINET), under a technical cooperation arrangement with BIO-Net International. BIO-Net links institutions specialized in bio-systematics located for the most part in developed countries. The effective use of bio-systematics has important implications not only in the management of a country's species, but also in the development of agriculture and food production.

12. Also related to the environment, important support was provided to the preparatory activities leading up to the Second United Nations Conference on Human Settlements (Habitat II). A monograph on "Best Practices" in urban management was compiled. It served as background documentation to a series of regional meetings in Asia, Africa, Latin America and the Caribbean.

13. With respect to sustainable development in the context of multiple sectors, support was continued for the implementation of the Programme of Action for the Sustainable Development of Small Island Developing States (SIDS). The first draft of the Directory of Experts and Institutions of Small Island Developing States, consisting of four volumes, was prepared and made available to SIDS through the UNDP country offices and to relevant United Nations agencies and other concerned institutions. This information has also been made available via the Internet through the TCDC Information Referral System (INRES). In supporting the formulation of a SIDS Technical Assistance Programme (SIDSTAP), assessments of technical cooperation priorities under the 14 chapters of the Programme of Action were undertaken covering SIDS in the Caribbean and Africa. Future support will concentrate on mobilizing resources and directing funding of specific activities arising from these assessments as well as from the joint identification of development priorities with SIDS in the Pacific Islands. Support was also provided to furthering the development of the SIDS Information Network (SIDSNet) by updating the feasibility study which produced four options for its future development. These options will be examined and implemented in the context of a SIDSNet pilot exercise in 1997.

14. In the area of macroeconomic policy development and coordination, support was provided to the Third World Network. This network helps developing

countries disseminate and analyse information relating to the post-Uruguay Round of trade talks and the establishment of the World Trade Organization (WTO). These activities have important implications for trade and larger social and economic development in the context of a global economy. Important support was also provided to the Group of 77 and China with respect to the preparatory process for the convening of the South-South Conference on Trade, Finance and Investment held in Costa Rica in January 1997.

15. The Special Unit established a web site on the Internet and the TCDC/INRES database was expanded to cover information on the capacities of 3,400 institutions in 60 developing countries. Further work will take place in 1997 to develop INRES into a multidimensional database containing information on experts, best practices on priority areas identified and centres of excellence in the South.

16. While the overall TCDC programme was successfully implemented during 1996, failure to integrate systematically the TCDC modality into project implementation and the lack of effective operational integration between TCDC and economic cooperation among developing countries (ECDC) were constraints to full realization of its potential.

17. Based on experience and in accord with recommendations in the report "New Directions for TCDC", the programme for 1997-1999 will adopt a more strategic orientation. It will focus on high-priority activities in trade, investment, macroeconomic policy, poverty eradication, environment, production and employment, which are likely to have a major impact on developing countries. The programme will also work towards closer operational integration between TCDC and ECDC and greater use of TCDC in programmes supported by the United Nations development system. Special emphasis will be placed on the compilation of best practices in critical priority areas identified with a view to replicating them in other developing countries.